

Fiscal Year 2005 Mid-Year Report

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I. Introduction and Development Update

Introduction

The Eurasia Foundation is a grant making and operating foundation focusing on civil society, public administration and policy and private enterprise development. In Russia, the Foundation also focuses on education. Through grants and projects, the Foundation works in Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, the Kyrgyz Republic, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine and Uzbekistan.

The U.S. Government (USG) authorized the creation of the Foundation in 1992 in an effort to provide a source of support for some of the thousands of individuals then seeking outside assistance in reforming their societies. Throughout the former Soviet Union, the Eurasia Foundation has worked at the grassroots, providing assistance to many of the most promising institutions and individuals that seek to create market economies, strengthen civil society and ensure more responsible local governance. In addition to managing grant programs, the Foundation directly implements several projects in areas where achievement of its goals requires more comprehensive efforts.

During the first half of FY05, the Foundation made 91 grants and operated programs through its field offices. In addition, two field operations the Russia Program and the Small Business Loan Program in Armenia began operations as locally-registered entities. These two steps signified a major accomplishment toward the Foundation's goal to develop a network of independent local entities. Continuing to work toward this goal, during the first half of FY05, the Foundation increased the capacity of its field offices to help them to reach a point where they might operate independently as local organizations.

The Foundation is independent, privately-managed and responsive to the needs and developments in the 12 countries of Eurasia. Currently, the Foundation is comprised of regional grant and project offices in Almaty, Baku, Bishkek, Kyiv, Moscow, Tashkent, Tbilisi, Vladivostok and Yerevan. In addition, the Foundation maintains five representative grant offices to extend its reach beyond the regional offices. The Foundation's headquarters are located in Washington, D.C.

Development Update

The Eurasia Foundation's fundraising goal for contributions from non-US government sources in FY05 is \$3.35 million. During the first half (October 2004 – March 2005) the Foundation raised and leveraged \$1,545,294, which equals approximately 45 percent of the goal for the entire fiscal year. This figure includes nearly 70 percent in direct contributions (as opposed to leveraged donations). The breakdown of non-US government commitments are as follows:

Source	First Half Total
Foundations	\$240,182
Foreign Governments	\$534,176
NGOs	\$63,400
International Financing Institutions	\$168,072
Corporations	\$501,194
Individuals	\$38,270
Total	\$1,545,294

Country/Project	FY05 Goal	First Half Total
Armenia	\$200,000	\$22,225
Azerbaijan	\$250,000	\$77,798
Georgia	\$300,000	\$24,922
SCCP	\$300,000	\$33,000
CRRC	\$500,000	\$0
Kazakhstan	\$600,000	\$347,272
Kyrgyz Republic	\$150,000	\$109,820
Uzbekistan	\$150,000	\$85,346
Tajikistan	\$150,000	\$0
Ukraine	\$400,000	\$258,172
Belarus	\$50,000	\$0
Moldova	\$300,000	\$540,016
Unrestricted	\$0	\$46,723
Total	\$3,350,000	\$1,545,294

Non-Core US Government Fundraising

EF has raised \$479,199 in non-core US government funds during the first half of FY2005. This total includes direct and leveraged awards from the Central Asian-American Enterprise Fund, the US Embassy in Baku, the Alliance for Open Society International, Indiana University's Parliamentary Development Project, and ABA/CEELI.

II. The Grant-Making and Operating Programs, Evaluation and Grant Results

Grantmaking and Operating Programs

In preparing program strategies for FY05, field offices continued to identify a number of *fields of interest* within the Foundation's mandate which resulted in guided grant and operating programs for more focused results. In continuing this innovative approach, field staff applied knowledge of country trends, needs, and experience to both the development of the Foundation's grant portfolio and to programs funded by other donors. In some cases programs employed a cross-programmatic approach that engaged more than one segment of society, such as the media, public officials, business associations, or academia. Generally, each office selected at least one field of interest in each of the Foundation's three program areas. Examples of programs in the three program areas are as follows:

Civil Society

As part of its continuing work with the Civic Coalition for Free and Fair Elections in Moldova, EF awarded five grants in March 2005 with co-funding from the Swedish International Development Agency. The Coalition is a group of almost 200 non-profit organizations engaged in ensuring a free and fair election process in Moldova. One member and EF grantee, the Union of Young Roma from Moldova, conducted a civic and voter education campaign in Moldova's Roma communities. Another grantee, the Center for Analysis and Prevention of Corruption, opened a legal hotline to provide free legal advice to NGOs, individuals and journalists on election-related issues. The steadfast effort of the Coalition to coordinate citizen oversight was one of the factors contributing to the progress that civil society has made in Moldova and to the relative ease and calm experienced on Election Day and immediately afterwards.

Many communities in Central Asia are currently dealing with the economic, legal and societal issues surrounding labor migration. In order to raise awareness of labor migration issues in Uzbekistan, EF has awarded two grants to produce, and broadcast on local television, a series of shows on the experiences of labor migrants. The grantees will also publish brochures containing legal advice and offering legal consultation to potential migrants. This project will both highlight the problems of labor migrants and assist migrants in complying with the laws of Uzbekistan and their host countries.

Public Administration and Policy

In cooperation with several ministries within the Georgian government, EF has awarded a cluster of grants for projects that focus on public policy and administrative reform. For example, the Civil Society Institute in Tbilisi, in close cooperation with educational experts, the ministry of education and science, higher education representatives, students and NGOs, will elaborate a concept paper that supports educational reforms, including steps for involvement in the Bologna Process, thus promoting integration with European and Western education standards.

In Kazakhstan, EF has implemented a multi-phase and multi-donor project to increase transparency and citizen involvement in the government budget process. As part of this Open Budget Initiative, a grant was awarded to Sana Consulting, which will conduct an analysis of unprecedented scope of government budgets of Akmola and Kostanai oblasts and the city of Astana. As part of the project the grantee will develop, print and distribute brochures on each of these budgets, with detailed descriptions of budget programs and articles of income and expenditures. The Kazakhstan Open Budget Initiative is co-funded by the Norwegian government, the OSCE Centre in Almaty, the Department for International Development of the British government and Soros Foundation Kazakhstan.

Private Enterprise Development

As part of its effort to support private enterprise development in Azerbaijan, EF awarded grants focused on improving the business environment and increasing the skills of entrepreneurs. One grantee, the Azerbaijan Economic Research Center, will work to increase small and medium enterprises' access to capital through the utilization of the securities market. Specifically, this project will train 80-100 local businesses on international standards and best practices in utilizing securities and will establish a consulting center to provide guidance to businesses engaging in this emerging market.

While the main focus of the EF office in Belarus during the first half of FY04 was solving its legal registration issues, grant making to support local business continued. The Belarusian public union "Rest in the Village" received a grant to implement a project that will support microenterprises in the tourism sector by designing a certification system, training experts, certifying tourism services providers, and issuing a catalogue of certified providers. Overall, the project will help improve the profitability of businesses involved in rural tourism and create jobs.

Evaluation

While the Eurasia Foundation has always put a special emphasis on impact evaluations, during the first half of this fiscal year a great deal of time and resources were dedicated to conducting baseline and needs assessments. This shift in focus is a result of the multitude of innovative ideas and new projects generated in the field offices, which require a substantial amount of upfront research and hypothesis testing. Another reason for placing more emphasis on needs assessments is the Foundation's efforts to set up effective indigenous foundations in the region, which requires careful analysis of opportunities and identification of niches. To provide region-specific and customized information on possible strategies for indigenizing, EF conducts upfront assessments of the most promising program areas and feasibility studies for potential programs. Thus, the Foundation has conducted the following evaluation projects in the first half of FY05

Baseline/Needs Assessments:

- *Baseline research* on the current state of regional print media in 10 *marzes* of Armenia
- *Baseline research* on the immigration situation in Kyrgyz Republic
- Readership research of www.ferghana.akiexpress.org web-site and baseline evaluation for strengthening the site's analytical component.
- *Baseline assessment* for the program on cooperation between the business sector and local authorities in tourism/ecotourism development in Kyrgyzstan
- *Needs assessment and identification of opportunities* for developing Alternative Dispute Resolution (ADR) in Armenia
- *Needs assessment* for ecotourism development in Akmolinskiy District of Kazakhstan
- *Needs assessment* for community development in Enbekshi-Kazakhskiy rayon of Kazakhstan
- *Needs assessment* in the area of labor migration from Kyrgyzstan to Russia
- *Needs assessment* for the program on Uzbek refugees integration into the local communities in Baraj and Kardarinskruarl regions of Kyrgyzstan

Programs and Grants Impact Evaluations:

- Summative evaluation of the Program in Support of Socially Active Schools in the Russian Far East

- Impact evaluation of the Anti-Corruption program in Moldova
- Impact evaluation of the grants portfolio on Small Innovative/High-Tec Business Development in Russia
- Outcome evaluation of the NGO support project in the Komi Republic of Russia
- Outcome evaluation of a project aimed at development of mechanisms for cooperation between local communities, businesses and authorities on the issues of municipal policy making in the area of education and cadre development. Ijevsk, Russia
- Outcome evaluation of a project aimed to provide the hearing impaired people with access to analytical and informational programs on local television/ Nizhny Novgorod, Russia
- Outcome evaluation of a project “For the Health of Future Generations” aimed to solve youth problems in the city of Shumerlya, Russia
- Three grant impact evaluations under the Ecotourism Development Initiative and two grant impact evaluations under the Initiative on Cross-Border cooperation between Kazakhstan and Russia
- Three grant evaluations under the “Volga-2003” Initiative, Russia:
 1. An outcome evaluation of a project on cooperation between schools and local communities in Orenburg;
 2. An outcome evaluation of the project promoting tolerance and preserving multi-cultural diversity in the Privolzhky Federal District (15 oblasts of Russia) through improvement of the regional education system and introduction of multi-lingual and multi-ethnic programs into local schools curricula;
 3. An outcome evaluation of a project aimed to establish cooperation between NGOs and local authorities in 2 oblasts of Russia to increase the effectiveness of municipal programs targeting disabled people.

Process and Mid-term Evaluations:

- Process evaluation of the International Legal Clinic project, providing legal support to the local population on cross-border issues/ Osh, Kyrgyzstan (Ferghana Valley)
- Mid-term evaluation of a project supporting rural businesses in Uzbekistan
- Mid-term evaluation of a project to increase the involvement of homeowners in managing communal property in Uzbekistan
- Institutional assessment of “Kelajak Ilmi” International Business School in Uzbekistan
- Deca Press Institutional Development Evaluation/ Moldova (mid-term evaluation)

As the majority of the Foundation Evaluations are still underway, it is not possible at this point to provide information about findings. Detailed description of major findings and their utilization will be provided in FY05 year end report.

Grant Results

150 grants were closed during the period October 1, 2004 – March 31, 2005 and below are the statistics collected through the Foundation’s evaluation system.

Individual level

1. Number of direct individual beneficiaries	44,433
2. Number of trainees	15,578
3. Number of organizational beneficiaries	10,174

Organizational level

4. Number of new partnerships formed by grantees	323
5. Resources leveraged from counterparts	\$1.36 million

Societal level

6. Media products disseminated	1,908
7. Grantee innovations replicated by others	196
8. New jobs created	960
9. New businesses formed	196

III. Large Grants and Projects Administered By the Eurasia Foundation

Large Grants

The role of the Eurasia Foundation to the New Eurasia Foundation (FNE) and the Economics Education Research Consortium (EERC) changed dramatically with their launch as independent, locally-registered entities. Now, the two entities are engaged in grant agreements with the Eurasia Foundation which requires a different level of oversight over their activities.

To help ensure the success of each grant, including large grants to entities previously part of the Eurasia Foundation, headquarters staff conduct strict oversight of the large grants. This process of monitoring involves both the Program and Grants Management staff and consists of the following components: analytical reports, financial reports, and site visits. These activities combine to provide EF with the best possible feedback regarding the overall financial and programmatic success of the large grants to the now independent foundations.

Analytical reports are requested and reviewed for the purpose of assessing whether the activities are consistent with those outlined by the grantee in the grant proposal and whether the project is making satisfactory progress towards its objectives as outlined in grant agreement. In cases where the reports are not acceptable and/or the project is materially off course, the staff of the Foundation will request additional information from the grantee and work with them to get the program back on track.

Financial reports are requested and reviewed in order to assess the overall management and use of grant funds. The financial reports assist in confirming that there is no evidence of mismanagement of grant funds.

EF also conducts site visits to these large grantees throughout the year. The purpose of the visits is to verify that grants are progressing programmatically, to evaluate the effectiveness and impact of Foundation grants and to confirm compliance with appropriate internal controls, accounting procedures, and management practices.

The New Eurasia Foundation (FNE)

Activities through the first half of FY05, included the successful launch of the New Eurasia Foundation, development of FNE program, financial and fundraising strategies for 2005 –2007; design and implementation of a number of programs and projects in accordance with the program strategies and action plans approved by the FNE Board of Directors on December 1, 2004.

The New Eurasia Foundation developed all policies and procedures (financial, grant management, technical assistance, Human Resources, and procurement) essential for the maintaining of proper program and project management.

During this period, the New Eurasia Foundation established good working relationships with several Russian regions and signed memoranda of

cooperation/understanding with the Saratov oblast (Volga Federal District), the Pskov and Kaliningrad oblasts, and the Karelia Republic (Northwest District), the city of Tomsk (Siberia), and the city of Tambov (Central District).

Two Executive Committee meetings were organized by FNE on January 26 and April 4, 2005. On April 4, 2005 the members of the Executive Committee approved the Russian Far East FNE strategy.

In addition, during the start-up period FNE managers have been monitoring and closing out the grants awarded by the Eurasia Foundation. Since October, the New Eurasia Foundation closed out 154 grants.

Unfortunately, problems with the registration of the Eurasia Foundation grant to the New Eurasia Foundation by the Russian Federation Commission on Technical and Humanitarian Assistance have so far prevented implementation in some areas, especially in the area of civil society development. It has impeded many project activities and has prevented the New Eurasia Foundation from making sub-grants to Russian organizations.

However, despite the above-mentioned obstacles, FNE managed to launch a number of the initially planned activities and design new partnership projects, and devote serious time and efforts to planning and implementing fundraising and outreach activities.

The New Eurasia Foundation activities are implemented within the framework of approved program strategies in the following areas: Private Enterprise Development; Public Administration, Education and Youth Policy; Civil Society Development (including media); and International Cooperation.

Media Program

The Eurasia Foundation was awarded a cooperative agreement to run the Russia Independent Media Program. This four-year initiative to support independent regional newspapers is implemented in conjunction with the Association of Independent Regional Publishers (AIRP), Internews-Russia, and the International Center for Journalism (ICFJ). By targeting individual newspapers, the RIPMP aims to create beacons of excellence, merge them into supportive networks and bolster the industry's educational and professional infrastructure so that best practices can be absorbed by an ever-widening core of independent newspapers. The program is implemented by Dmitri Surnin, who previously headed the Eurasia Foundation's special project, the Media Viability Fund, and a designated team.

Economics Education and Research Consortium (EERC)

The Economics Education and Research Consortium (EERC) was established in 1996 by a small group of donors—the Eurasia Foundation, the Ford Foundation and the World Bank—as a means of collecting and focusing donor resources and the expertise of the international economics community in a concentrated effort to create sustainable local capacity for economic research and training in Russia, Ukraine, and other successor countries of the former Soviet Union. EERC promotes increased capacity in economic analysis through teaching and research, training a new generation of economists capable of formulating sound economic policy at the federal and regional levels. Originally administered as a Eurasia Foundation project, the Foundation successfully spun the Consortium off as an independent not-for-profit entity as of October 1, 2003.

Kyiv Master's Program

In Ukraine, EERC administers a two-year English-language master's program in economics at Kyiv-Mohyla Academy. The mission of the M.A. program in economics is to create a new generation of economists who are involved in the international economic community and are able to make a difference for their native countries.

For the academic year 2004-2005, 86 students enrolled in the two year MA program, including 10 from Belarus and 5 from Moldova. Thirty nine students are expected to graduate in June, 2005, bringing the total number of graduates from the program to 299. Approximately 40% of the graduates are pursuing post-graduate studies in North America and Western Europe, and seven of those have achieved a PhD degree. One of the EERC graduates with a PhD is teaching in the MA program and two more are scheduled to teach in the next academic year. The program graduates are currently working in business and policymaking in Ukraine, Belarus, and Moldova. Many graduates have come to prominence during the recent Orange Revolution in Ukraine, helping to guide the country toward a more democratic government and free market system. Twenty nine classes were offered and second year students could select a concentration in Economics Policy Analysis, Financial Economics or Firms & Market Structure from among the electives.

During this period a new major Ukrainian donor, Systems Capital Management granted EERC \$300,000 and Interpipe Group pledged another \$300,000 in support for the MA program. Final negotiations are underway with several other Ukrainian donors for additional support to supplement the funding received from Eurasia Foundation and the other international donors. Recruitment of both faculty and students for 2005-2006 year is well on its way. 80% of the courses for the next academic year are staffed with faculty, three quarters of who are CIS nationals with Western PhDs. The Swedish and Norwegian governments continue to support students from Belarus, Moldova and South Caucasus. We expect that 20% of the

incoming class will be from these countries. Work has started on the formation of an International Charitable Foundation that will facilitate raising donor money locally.

Moscow-based Research Network

In Russia, EERC awards research grants on a competitive basis, supplemented by a series of training seminars, publications and policy roundtables. Through its biannual research workshops and grant competitions, EERC acts as a facilitator, setting the standard for modern economics research in the region. The EERC Inc Board of Trustees has reviewed the main recommendations of the consultants' report and enthusiastically approved a concrete plan for EERC's integration with its partners as presented by EERC Network Director and NES Rector. First steps toward creation of a Russian institution jointly with New Economic School (NES) and Centre for Economic and Financial Research (CEFIR) were made.

EERC continued its core operations of research competitions and grant making while strengthening its effort to mainstream its methodology in Central Asia as a partner in the Business and Economics Education Project implementation team. One competition was completed; ten projects were supported through research grants and 14 through development grants; GDN program supported six projects through research grants and seven through development grants in seven CIS countries in areas of enterprises and product markets, labor markets and social policy, macroeconomics and finance, public economics, and international trade and regional integration. Promoting policy-oriented thinking among EERC's grantees remained one of the highest priorities. EERC continued its participation and management of a number of international projects and commissioned tenders.

Projects

Caucasus Research Resource Centers (CRRC)

The Caucasus Research Resource Centers program (CRRC) is a network of resource and training centers established in the capital cities of Armenia, Azerbaijan and Georgia with the goal of strengthening social science research and public policy analysis in the South Caucasus.

A partnership between the Carnegie Corporation of New York and the Eurasia Foundation, the CRRC network offers scholars and practitioners stable opportunities for integrated research, training and collaboration in the region.

From the time the centers opened in 2003 to 2005, all three centers developed and operated the following resources and services:

Libraries

CRRC offers free access to libraries which house a growing number of seminal works and current journals and periodicals in economics, sociology, demography and public policy. To date, the center library collections include over 1,000 publications in each country and the libraries have increased the number of users to over 200 registered users for each.

IT Labs

All centers offer free access to IT labs equipped with high-speed Internet, major online social science journals, databases on economy and social development related to the South Caucasus, as well as a variety of international data sources. CRRC in Azerbaijan also established an online public access catalogue (OPAC)—the first fully operational online catalogue of the CRRC network. Each IT lab has seven-eight workstations which have access to extensive data and Internet resources. To date, the center IT labs have increased the number of users to over 200 registered IT lab users in each center.

Databases

As part of a data resource base, the centers have acquired international data sets, a selection of local studies, increased accessibility to state-owned data and full availability of CRRC's survey data sets. As part of the Data Initiative, the centers conducted surveys in 1,500 randomly-selected households in each of the capital cities in 2004. The survey gathered a series of household data covering demographics, household economic behavior, migration trends and social attitudes across the South Caucasus. The 2004 survey's results were launched and made public end of 2004 and are currently providing opportunities for local researchers and for fellowship research grantees. Early 2005, the centers launched the second survey (2005 Data Initiative) and expanded the survey from the capital cities to an additional region in each country. During the 2005 Fellowship Program, approximately eight research fellows will use the databases developed through the Data Initiative to conduct new research and disseminate new knowledge relevant to the region. The Data Initiative results

have been published on the center Web sites and are being used by trainers during methodological training series.

Web Site

As part of creating and maintaining its public image, CRRC has created an extensive website for each of its centers. These websites include information on all CRRC activities, links to research sponsored by the Fellowship Program, and access to CRRC databases. All of the websites can be accessed at www.crrccenters.org.

Training Series

Weekly training courses, seminars and lectures were offered on a variety of social science topics, attracting both local and foreign experts as speakers and/or trainers. CRRC methodological training activities focused on modernizing the skill sets of local researchers by, among other things, providing hands-on opportunities to use relevant statistical software packages. These programs help strengthen research production and promote direct examination of what is actually happening in today's economic and social transformation in the South Caucasus. To date, the centers organized 10 regional methodological trainings where all centers worked in close collaboration. Locally, each center hosted over 15 methodological trainings and increased the number of trained beneficiaries to over 500 in each center.

Conferences, Seminars, Lectures and Workshops

CRRC drew researchers, public administrators, and other policy practitioners from all three South Caucasus countries to discuss and debate key public policy issues in the region. To date, CRRC partnered with local organizations and organized over 35 conferences and lectures in each country.

Fellowship Program

The centers designed and launched the first fellowship program in December 2004. Fifteen fellowship grants have been awarded in each center and implementation of research projects began in April 2005. In total, 45 research grants have been awarded, eight of which will be using the data results from the Data Initiative to develop new knowledge on current socio-economic issues related to the South Caucasus.

Cooperation with Local Partner Academic Institutions

Two out of the three centers are currently located within local national post-secondary universities. In Armenia, the partner university is Yerevan State University; in Azerbaijan, the partner university is Khazar University, and; in Georgia, the partner university is Tchavchavadze State University for Language and Culture.

During the remainder of FY05, the Centers will continue to provide resource and training services locally and regionally. CRRC will also continue providing research grants within the framework of its Fellowship Program. In the nearest future, CRRC will launch the Mentorship Program aimed at strengthening the capacity of local social scientists and developing connections between local and international experts.

Small Business Loan Program (SBLP)

On December 31, 2004 the Armenia SBLP ceased its lending through partner banks. This step was necessitated and planned because of the opening of the Izmirlian – Eurasia Universal Credit Company (IE UCC) on August 1, 2004. The IE UCC was established to become a permanent small business finance company and was officially launched in June 2005.

During its final three months of operation, the Armenia SBLP distributed \$50,000 in loans to 2 companies through its partner banks in Armenia, creating 8 jobs. This brings the total amount of loans disbursed in Armenia from inception of the program through its closing to \$10,475,749, and the total number of jobs created to 2,219. As of March 31, 2005 the outstanding loan balances in the SBLP totaled \$1,114,032 to 39 borrowers. These borrowers shall continue to repay their debts to the partner banks, with repayments sent monthly to the Eurasia Foundation.

The IE UCC received a Credit Organization license from the Central Bank of Armenia on July 30, 2004. This has enabled the loan program to transform into a locally registered, independent small business finance company that as of March 31, 2005 was well on its way to becoming financially self sustainable.

The IE UCC offers term loans and lines of credit to businesses engaged in the production and service sectors. The maximum loan amount shall be \$125,000, with some exceptions and for terms up to 4 years. Through March 31, 2005 the IE UCC had approved 31 loans for a total of \$1,793,000, of which \$1,510,000 was disbursed. The outstanding loan balances on the loans equaled \$1,360,550.

As previously announced, the Ukraine Small Business Loan Program ceased its active operations on March 31, 2004. The two partner banks have agreed to repay the balances on the outstanding loans over a 2 year period beginning April 30, 2005 and accept all of the loan loss risk. This is a shorter period than the borrowers will repay the banks. As of March 30, 2005 the outstanding balances equaled \$1,015,018.

The total amount of loans disbursed in Ukraine from inception of the program was \$6,848,037 and the total number of jobs created 745.

On the following page is a press release on the launch of the IE UCC.

Press Release
June 8, 2005

Grand Opening of Izmirlian-Eurasia Universal Credit Company, LLC

June 8, 2005 - Yerevan, Armenia. The Izmirlian-Eurasia Universal Credit Company, LLC, an entity registered in Armenia, announces its Grand Opening on June 8, 2005. Jointly founded by the Izmirlian Foundation of Geneva, Switzerland and the Eurasia Foundation of Washington, DC the company began operations on August 1, 2004 and extends loans to small and medium businesses of Armenia.

The opening of this unique institution brings together two Foundations; one from the private sector and the other from the public sector working for the betterment of small and medium size business in Armenia. The goal of the two partners that have joined resources for this venture is the creation of a permanent institution that will make a measurable contribution to the development of the economy of Armenia and the livelihood of Armenians. The Izmirlian – Eurasia Universal Credit Company looks forward to a long and fruitful life.

The establishment of the Izmirlian – Eurasia Universal Credit Company is the result of the successful operation of the Izmirlian - Eurasia Foundation Small Business Loan Program (SBLP). With funding from the United States Agency for International Development (USAID) the Eurasia Foundation opened the SBLP in 1995 by signing an agreement with Anelik Bank; its first partner bank. Subsequently, the Lincy Foundation provided significant funds to expand the SBLP's lending in the earthquake region. In 1999 the Eurasia Foundation and Izmirlian Foundation joined in partnership with the Izmirlian Foundation providing additional support to provide affordable and reliable financing to small and medium-size businesses. Since that time the SBLP has disbursed 296 loans totaling \$10.5 million and the businesses it supported have created 2,219 jobs. The SBLP ceased lending operations on December 31, 2004 subsequent to the opening of the Izmirlian – Eurasia Universal Credit Company. The SBLP and the successor entity provide capital to a segment of the Armenian economy that was previously unable to receive credit on suitable terms and repayment schedules that permitted long term investments by small and medium businesses. The repayment history of the borrowers has proven that small and medium size businesses are able to successfully invest long-term in their operations.

To date the Izmirlian – Eurasia Universal Credit Company has approved 38 loans totaling \$2.3. The company makes loans on a commercial basis in all the regions of Armenia and 70 percent of current borrowers are located outside of Yerevan, with businesses in the earthquake zone being the largest recipients of loans disbursed in any region. The loans are provided to businesses involved in the manufacturing, service and agricultural sectors. Currently, the interest rate is 15 percent per annum, the maximum loan period is 48 months and the maximum loan amount is \$125,000.

The two founders regard the Izmirlian – Eurasia Universal Credit Company as a unique development institution which aims at contributing to Armenia's long term economic development and has committed to invest all profits back into the Credit Company.

ABOUT THE IZMIRLIAN FOUNDATION

The Izmirlian Foundation is a philanthropic organization created in 1994. The Izmirlian Foundation has contributed regularly and generously to various projects in Armenia in such fields as education and health. In 1999, the Izmirlian Foundation, jointly with the Eurasia Foundation, based in Washington D.C., launched a loan program for small and medium sized business enterprises in Armenia. The Izmirlian-BSTDB collaboration is an extension of the Foundation's efforts to improve the business climate and foster the creation of employment opportunities in Armenia.

IV. Appendices

Appendix A

Expenditure Chart by Strategic Objective October 1, 2004 – March 31, 2005

USAID Core III Expenditures
Grant number EMT-G-00-02-00008-00
Period 10/01/04 - 3/31/05

	Russia	Ukraine	Moldova	Belarus	Uzbekistan	Turkmenistan	Tajikistan	Kazakhstan	Kyrgyzstan	Georgia	Armenia	Azerbaijan	Total
ENI-SO-1.2 (Fiscal Policies)	\$ (126,964)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (7,670)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (134,635)
ENI-SO-1.3 (Private Enterprise)	\$ (989,929)	\$ (5,660)	\$ -	\$ 16,181	\$ (69,236)	\$ (4,148)	\$ 58,112	\$ 201,478	\$ 157,515	\$ (1,268)	\$ 60,436	\$ 264,684	\$ (311,835)
ENI-SO-1.4 (Responsive Fin Sctr)	\$ (31,870)	\$ -	\$ -	\$ -	\$ (9,023)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (40,893)
ENI-SO-2.1 (Informed Citizenry)	\$ 2,703,473	\$ (9,433)	\$ 60,899	\$ 456	\$ 438,294	\$ 140	\$ 205,537	\$ 47,218	\$ 547,140	\$ 836,002	\$ 614,874	\$ 427,580	\$ 5,872,181
ENI-SO-2.2 (Legal Reform)	\$ (68,426)	\$ 236,668	\$ -	\$ -	\$ (3,798)	\$ -	\$ (1,598)	\$ -	\$ (1,013)	\$ -	\$ -	\$ 62,988	\$ 224,821
ENI-SO-2.3 (Local Government)	\$ (203,697)	\$ 286,863	\$ -	\$ -	\$ (13,171)	\$ -	\$ 22,717	\$ -	\$ -	\$ (8,178)	\$ 73,964	\$ 2,898	\$ 161,396
Totals	\$ 1,282,587	\$ 508,438	\$ 60,899	\$ 16,637	\$ 343,066	\$ (4,008)	\$ 277,098	\$ 248,696	\$ 703,642	\$ 826,556	\$ 749,275	\$ 758,149	\$ 5,771,035

Appendix B

Outcome Statements of Grants Closed October 1, 2004 – March 31, 2005

Armenia

"Armauthor," Author Rights Defense Non-Governmental Organization

\$28,610

Yerevan, Armenia

7/1/2003 - 8/31/2004

Copyright issues are still one of the most problematic spheres in Armenia. In particular, there is a lack of copyright protection mechanisms. Most of authors are unaware of their rights. Also, there is a lack of legal specialists on copyrights issues. The project was aimed at mitigation of those problems. It included a broad information campaign consisting of seminars for specialists, users and authors, issuing the first Armenian magazine on copyright issues, publications in mass media, as well as lectures, development of a web-site and enlarging contacts with similar foreign and international organizations. As a result of the project, more than a hundred agreements of license signed, 18 partnerships with foreign and international organizations established, as well as amendments to the existing law on copyright developed.

Armenian Marketing Association Non-Governmental Organization

\$17,625

Yerevan, Armenia

10/1/2003 - 8/31/2004

Lack of systematized information about products and services produced in Armenia significantly hampers the process of promotion of Armenian production in a world market. In order to support the increase of export volumes of Armenian production Armenian Marketing Association gathered information about more than 150 Armenian companies with export potential. The information including range of production, services, specifications, export experience, terms of delivery and production volumes was presented in an "Armenia Export Catalogue 2003-2004". The printed version of the catalogue (3,000 issues) and its CD version (1,000 issues) will be disseminated through foreign embassies in Armenia, Armenian embassies in foreign countries, foreign departments of ministries, international organizations and exhibitions.

Chamber of Commerce and Industry of Gegharkunik Region of RA

\$34,978

Gavar, Armenia

7/18/2003 - 8/31/2004

Gegharkunik region is one of the slowest in its economic development in Armenia. The level of small and medium enterprise development in the region is hampered by low level of awareness among entrepreneurs about their legal rights, by the lack of professional cadre in management and accounting, as well as by poor communication infrastructure. In order to foster business development in Gegharkunik region, the capacities of the regional Chamber of Commerce and Industry were strengthened. The range of services provided by the chamber was enlarged and currently includes information, printing, marketing, and legal services. The region's business potential was presented in the business directory of the region "Yellow pages", placed on the chamber's web-site and presented at different exhibitions. ProSME/GTZ and World Council of Churches leveraged the project. Based on the successful implementation of two pilot projects on strengthening of regional Chambers of Commerce in Gegharkunik and Vayots Dzor region, the Eurasia Foundation announced competition on strengthening regional business support structures in 8 remaining regions of Armenia.

Chamber of Commerce and Industry of Vayots Dzor of Republic of Armenia

\$33,600

Yeghegnadzor, Armenia

7/18/2003 - 7/17/2004

Vayots Dzor region, being one of the remotest from the Yerevan, suffers from the lack of attention from potential investors. Poor information and communication infrastructure and low level of awareness about regions' potential result in low level of business development and inability of local enterprises to promote their products and services. In order to foster business development in Vayots

Dzor, regional Chamber of Commerce strengthened its technical capacity and became Internet-provider of the region. Through Foundation's support the organization's web-site was created and the range of services provided by the chamber were enlarged. Chamber of Commerce of Gegharkunik region currently provides Internet, legal, marketing and information services. The region's business potential was presented through the creation and publication of a catalogue of enterprises "Yellow Pages", organization of an annual exhibition of the products, and the creation and dissemination of electronic and printed versions of business bulletin. ProSME/GTZ and local municipality leveraged the project. The successful implementation of this project lead to the Foundation new initiative in supporting business support structures in other regions of Armenia.

HAVAT Public Organization of Deaf Children's Mothers

\$34,823

Yerevan, Armenia

3/10/2003 - 9/9/2004

One of the key components of a functioning civil society is the public's positive attitude towards disabled persons. In Armenia, disabled people suffer not only from their ailments, but moreover, from negative public attitude and negligence. This result is isolation of a large group of society, comprising more than 3% of the population, from public life. The "Havat" public organization of hard hearing children's mothers with the support of Eurasia Foundation implemented a project in support of the creation a legal environment and sustainable mechanisms for the integration of disabled children into public life. The model for the integration of deaf children in the life of their communities in Yerevan and in the regions of Gavar, Armavir, Goris, Stepanavan, Vanadzor and Noyemberyan was created. Twenty-nine children and their parents were provided with training opportunities that enabled seven of them to be enrolled into regular schools and five of them to go to special schools. Twelve high school graduates were trained in computer literacy courses, which helped them with further education and opened new employment opportunities after graduating from high school. The program helped to promote the independence of disabled persons and their full participation in social, economic, cultural and other area of activity.

Information Systems Development and Training Center

\$33,885

Charentsavan, Armenia

2/1/2003 - 9/30/2004

Developing technical and professional capacities of municipalities becomes one of priorities during of the decentralization process. In particular, it was important to create technical resources and innovative tools for better accountability and responsiveness by local government and to increase citizen participation in the decision-making process by introducing information management systems and by providing the public with access to information resources of the municipalities. The project included upgrading the unified software package of the municipal Information Management System (IMS), introducing Intranet as an information management tool, and help in installing Local Area Networks in ten municipalities wherein the IMS was implemented. Employees from ten municipalities also received hands-on training in information processing and networking, as well as other methodological and technical support. The project has been implemented within the framework of the Foundation's initiative to create a country-wide network of municipal information centers.

MUSH-2 Gyumri Community Center Public Organization

\$18,934

Gyumri, Armenia

8/1/2002 - 7/31/2004

Community based organizations (CBOs) have proved to be one of the most effective mechanisms of community development. "Mush-2" as a CBO was established in a framework of the EF grant and got another grant for further organizational strengthening and development of community development initiatives within the framework of a competition on CBO development. The project included capacity development component for community based organizations such as trainings, seminars, round table discussions, and consultations, development of a dialogue between community members and representatives of local and central authorities, private sector and civil society institutions, as well as building partnership and collaboration among community based organizations of Gyumri. As a result, the community center has become a leading organization in an established non-formal coalition of CBOs of Gyumri. It also succeeded in solving a number of community problems through a dialogue

between community members, local authorities, and deputies of Parliament of RA. The community center however experienced some organizational problems, which have been solved with EF support.

National Union of Farmers

\$21,579

Yerevan, Armenia

9/5/2003 - 9/4/2004

After privatization of land in Armenia, many farmers faced the critical problem of land cultivation and declining productivity due to lack of technical means and professional capacities. National Union of Farmers with support from the Eurasia Foundation implemented a project to promote cooperative farms in 7 regions of Armenia: Kotayk, Ararat, Gegharkunik, Lori, Aragatsotn, Shirak, and Tavush. Various ways to develop cooperative farms in these regions were assessed and the most promising models identified. Four different models based on milk processing, land cultivation, honey production and fruit processing were established. Additionally, business plans and strategies for model cooperative farms will be developed in the future.

Stability and Progress Non-Governmental Organization

\$34,230

Gyumri, Armenia

10/1/2003 - 10/30/2004

Introducing modern technologies into the government structure is one of the methods of availability of information as well as more effectiveness of government services. The project was aimed at the creation of an in-city state of the art geo-information (GIS) technology to support municipal and related services and infrastructure of the city. The project included creation and design of GISes which offer mapping functionality for municipality and infrastructures as well as the creation of a GIS coordination center. Training on maintenance of GISes was offered to employees of municipalities and to employees of related service structures. The project had a large positive feedback from users and support from local and regional authorities.

Union of Armenia Government Employees Public Organization

\$10,877

Yerevan, Armenia

4/1/2003 - 3/31/2004

High level of corruption and power abuse in state organizations and local governments is a serious problem for Armenia. Ethic Committees could become possible effective mechanisms to fight against those abuses. The project thus was aimed at development of theoretical and administrative basis for the creation of those Committees such as administrative documentation on its status, role, activities, mandatory regulations, action mechanisms, and sustainability mechanisms. Besides, the project intended to form a public opinion on this issue. All necessary documentation was developed and accepted by the National Council of State Service. Besides, a public opinion poll was conducted, a TV program broadcast, as well as a conference organized to increase public awareness on this issues. At present, the grantee organization is busy with problems of creation first model committees including search for possible donors.

United Nations Development Programme Country Office in Armenia

\$24,486

Yerevan, Armenia

10/15/2001 - 11/15/2004

The grantee organization has been a Eurasia Foundation partner in the initiative aimed at development of regional libraries as centers of civic communication. Its activities included the creation of six community information networks around the libraries of Shirak, Lori, Tavush, Armavir and Sunik regions, winners of the Foundation's Libraries as Civic Communication Centers competition. The six regional servers were incorporated with the existing Freenet center in Yerevan. Training courses for their system administrators were organized, as well as on-site training and consulting provided. The funds also covered monitoring of the initial activities of the Armenian Freenet. As a result, libraries can provide their users with large information and communication services, in case they have normally-functioning Internet connection.

"Investigative Journalists" Non-Governmental Organization**\$34,173****Yerevan, Armenia****1/3/2003 - 1/31/2004**

Since gaining independence in the early 1990s, the national mass media in the South Caucasus have lacked objective and professional coverage of events in the neighboring countries. At the same time, however, more extensive access to information of regional concern is necessary to enable wider civic participation in decision-making. With its partners in Azerbaijan and Georgia, the Investigative Journalists NGO established a cross-border information exchange network for journalists and editors. The network was assembled in an internet-based, virtual environment, and it features the following components: a) a regional market for analytical news articles; b) an on-line database containing information on journalists, mass media and related entities; c) a cross-border interview capability with newsmakers from neighboring countries; and d) cross-border on-line forums on issues of professional and regional concern. These components are all accessible through the project's website, www.caucasusjournalists.net. Over the course of the project, more than 150 journalists and 23 media entities from registered themselves in the project's database; 8 issues of a regional analytical magazine were produced; 22 interviews with newsmakers from across the region were conducted; and 3 internet forums were conducted. National media paid close attention to different components of the project; however, it was the online interviews with newsmakers that enjoyed the highest degree of interest from television and newspaper journalists. As a whole, the project facilitated the development an information exchange network for accessing reliable analysis of recent events and trends through the use of modern information technology.

NGO "Environmental Survival"**\$34,688****Yerevan, Armenia****4/21/2003 - 2/29/2004**

While political conflicts and the economic conditions have divided the countries of the South Caucasus, water remains a key shared resource. All three countries are situated in the Kura-Araks river basin, and a number of rivers and tributaries in the region cross national or conflict boundaries. This project was designed to protect trans-boundary water systems from pollution and mismanagement by raising public awareness about environmental and water protection issues. The partners' public awareness activities targeted the population and local governments in the Debet and Khrami river basins while operating through a network of three Public Environmental Information Centers established in Akhtala (Armenia), Kazakh (Azerbaijan), and Bolnisi (Georgia). The established Centers served as a local resource for information on environmental and related legal issues and they collaborated with organizations operating national and regional environmental programs. Over the course of the project a series of two-day long seminars were held at the Center in Akhtala for representatives of major stakeholders, including local government, NGO, mass media, and international organizations. Also, three regional seminars for the same group of stakeholders were held by the three partners in Georgia. A series of seven information booklets and calendars were produced by the Armenian partner and distributed among relevant stakeholders. In addition, the project received a fairly well coverage by the Armenian print and electronic media. These activities encouraged in-country partnerships between public, private, and government sectors, and developed cross-border venues for more open information exchange and cooperation.

Azerbaijan

Center of Decorative-Applied Art Enterprise

\$13,760

Ganja, Azerbaijan

6/4/2003 - 6/3/2004

Handicraft revival as a means for support to rural enterprises along with providing artists with business skills are important components of preserving the ancient Azerbaijani cultural heritage. To support the revival of this tradition, the project trained 12 new artists on porcelain production techniques, hand painting and principles of modern business practices. Two artists do practical work at the St. Petersburg Porcelain Factory. At the same time, negotiations are underway for the purpose of establishing a JV. The project provided workspace and training materials for the newly trained artists and helped them organize exhibits of their works. Funds provided by the grantee organization helped renovate equipment to restart a small studio. Two documentary films, "Azeri Porcelain" and "Traditions Carry On," dedicated to the studio's activities, were made and shown on the central TV channel AzTV1. The project also resulted in the establishment of one new ceramics business by a newly-trained artist and the invitation of four other artists to work in a subdivision of the Ganja Porcelain Factory, which will soon be operational.

Center of Political Innovations and Technologies

\$34,680

Baku, Azerbaijan

5/15/2002 - 7/16/2004

Despite the current legal framework detailed within the law "On Courts and Judges" and the Criminal Code of Azerbaijan that provides for the establishment of a jury trial system, a mechanism for instituting jury trials in Azerbaijan has not been developed. In order to raise public awareness about jury trial procedures, this project conducted a feasibility study of the jury trial system in Azerbaijan and established a Consulting Center to distribute information about the system to judges, attorneys, advocates, independent lawyers and journalists. The Center held 8 seminars for 25 participants on topics including "The Origin of Jury Trials," "Characteristics of a Jury Trial," "Organization of Jury Trials in the US, Great Britain and France," "National Legislation related to Jury Trials" and "Special Conditions for Defendants in Jury Trials." The project also organized a conference on "The Establishment of Jury Trials in Azerbaijan" with the participation of 50 independent lawyers, members of the Bar Association and representatives of civil rights organizations. 500 copies of informational brochures were published and distributed to relevant governmental and non-governmental organizations, and to participants at the seminars and conference. Three mock jury trials were organized involving close to 60 participants. The project prepared and sent to Parliament a package of recommendations regarding the establishment of jury trials in Azerbaijan and suggested revisions to the current legislative framework regulating the activity of jury trials. The project revealed that citizens of Azerbaijan are interested in the establishment of a jury trial system in the country. If a jury trial is accepted in Azerbaijan, it will be the first Muslim country where such an institution functions.

Ganja Regional Organization of "Knowledge" Society

\$24,980

Ganja, Azerbaijan

4/1/2003 - 3/31/2004

A majority of secondary and high schools in Azerbaijan play a very limited role in the life of the communities they serve. Education has traditionally been the primary purpose of schools, and teachers and school administrators have done very little to develop outside of this function. In order to introduce the model of the Community Active School based on partnership, democratization and volunteerism and to develop the school's ability to act as a social and cultural center for the entire community, this project worked to engage both the school and local community members in activities jointly identified as priorities. The project introduced interactive teaching methodologies and leadership training to promote the active participation of students and community members in democratic processes, and created a community-school association to help improve the quality of

education and address the community's needs. As a result of the project's activities, the Association raised \$2,000 from another international organization to fix the main road in the village, worked with local businesses and municipalities to provide more than 50 square meters of window glass and various materials for the school, and organized a civic education program for students and community members to promote democratic principles and volunteerism. In addition, students volunteered to plant over 2000 trees around the school and provided assistance to invalids and elderly people living alone. This pilot project revealed that active participation of the school's administration is critical for the success of the Community Active School Model, and this lesson learned will be combined with best practices for the expansion of the model to other areas of Azerbaijan.

Leader Women Social Union

\$36,109

Baku, Azerbaijan

6/4/2003 - 6/3/2004

Former prisoners encounter different kinds of problems in their everyday life after being released. Their main problems include finding employment, housing and integrating themselves back into society. To address this issue and to promote the integration of former prisoners into their society, this project established a Rehabilitation Center for women released from prison. The project also hired lawyers to provide free legal assistance to women in both the Center and in the penitentiaries. Legal advice was also provided to the relatives of prisoners and seven monitoring missions were carried out to ensure that conditions in penitentiaries meet international standards and function according to new legislation. The monitoring results were submitted to relevant government bodies, mass media organizations and NGOs. Six bulletins and a book entitled *The Rehabilitation Problems of Convicted Women* were published and disseminated to women released from prison, their relatives and relevant governmental and non-governmental organizations. In order to help the women find employment, the project organized training courses for 36 women to teach them barbering, dressmaking and weaving skills, which resulted in 11 women successfully finding employment after their release from prison. Temporary housing was arranged for eight women for two months to provide support to them during their transitional period and to assist them in finding permanent residence. The project revealed that assistance and legal advice for women released from prison during the transition period is critical for their integration into society.

NGO "International Press Club"

\$22,440

Baku, Azerbaijan

6/9/2003 - 2/8/2004

Access to information regarding activities of state committees and ministries represents a challenge for journalists as they endeavor to highlight new developments in government programs. To address this issue, the project held 10 seminars for approximately 50 representatives of mass media and employees of state press services on topics addressing "Modern Methods of Collecting, Analyzing and Exchanging Information," "Development of Information Space in Azerbaijan," "Modern Public Relations Technology," and others. A "Handbook for Press Officers" was published and disseminated among relevant governmental and non-governmental organizations as well as among mass media organizations. In addition, one seminar entitled "Relations Between the Government and Mass Media Organizations" with participation of international organizations was held. For the first time, state press officers and local journalists had a chance to meet regularly to discuss problems of mutual concern and identify possible solutions. The project revealed that continuous contact between state press officers and local journalists is critical for nurturing constructive relationships and heightened levels of understanding between the two parties. The project received high appreciation from the Presidential Apparatus and USAID has begun to replicate the model in new areas of the country.

Social-Strategical Research and Analytical Investigations Public Unit

\$29,311

Baku, Azerbaijan

9/1/2003 - 3/31/2004

Analyses of Azerbaijan's municipal activities reveal that there are significant organizational and management challenges with this newly-created form of local self-government. Their coordination with government bodies is weak, their rights and responsibilities related to property are not clearly defined, and they lack access to modern technology. To conduct a comprehensive study related to

these issues, this project organized two focus-group discussions with the participation of 18 experts in municipal governance who have experience in implementing similar scopes of sociological analysis. Over 1,200 municipal employees were interviewed and the data was analyzed according to sociological quantitative indicators. The analysis was included in the book *Municipalities in Azerbaijan: First Experience, Main Problems and the Development Perspectives*, 3,000 copies of which were published and disseminated to municipalities, governmental and non-governmental organizations, libraries, teachers and university students. In addition, the study was submitted to the commission of the Milli Mejlis dealing with municipal governance and created a significant resonance in the development community as the first comprehensive study of the municipal situation in Azerbaijan with a package of recommendations for future development. The study also revealed the critical importance of involving community members in the decision-making process at the municipal level.

Society of Marketing of Azerbaijan

\$18,596

Baku, Azerbaijan

4/1/2003 - 4/30/2004

The development of a thorough understanding of modern marketing strategies in Azerbaijan becomes increasingly important as Azerbaijan continues its transition to a market economy. Access to up-to-date professional literature on the subject is very limited and, as a result, most marketing strategies used by various organizations and entrepreneurs in Azerbaijan do not meet international standards. In order to address these challenges, this project was aimed at developing practical marketing skills among entrepreneurs and NGOs and at improving their knowledge and access to opportunities gained through advanced marketing techniques. The project conducted a series of seminars for 30 SMEs, NGOs and municipal officials in collaboration with the Center for Economic Reforms at the Ministry of Economic Development to discuss the role of marketing in the development of entrepreneurship and held a roundtable with the participation of over 50 government officials, representatives of SMEs, NGOs and media representatives. A Web site www.marketing.az was developed to highlight relevant issues such as modern marketing strategies, market research and market communications. The project showed the critical importance of continued efforts in the area of improving marketing skills and strengthening business practices for entrepreneurs in Azerbaijan.

Society of Zoologists of Azerbaijan

\$6,928

Baku, Azerbaijan

4/1/2003 - 7/31/2003

Quail breeding is a promising sub-sector of agriculture and a new area of entrepreneurship in Azerbaijan. Quail eggs and meat are considered to be healthy products and they are much in demand. However, quail breeding farmers incurred significant losses because of the lack of specific knowledge of quail breeding and ineffective business management. To address this problem, the project provided training for 43 quail farmers in the Absheron peninsula and south-eastern regions, mainly in Lenkoran, in collaboration with an ACDI/VOCA volunteer expert. The project also developed a package of recommendations including best practices in quail farming, which were disseminated among quail farmers through 200 copies of two brochures. As a result of the project, a coordination center was created at the Society of Zoologists of Azerbaijan, which became an important venue for training, experience exchange and the development of new technology in quail breeding. To date, over 20 applications has been registered. 15 new quail breeding households also started their businesses as a result of this project. The project revealed the essential importance of strong training programs in quail breeding in order to make quail farmers' businesses truly profitable.

Yasamal Municipality

\$2,214

Baku, Azerbaijan

4/5/2004 - 5/4/2004

In 2004, Azerbaijan will have the second municipal elections in its history. As was noted by the observers of the first elections, there is a need for more active citizen participation during the pre-election campaign and the election itself, as well as increase overall awareness of general election procedures, correctly completing a ballot, etc. In order to address these issues critical for democratic development, the Yasamal Municipality of Baku city held a one-day seminar for 155 representatives of

local governments from Baku, Sumgayit and Absheron to help them gather and train their voters, as well as plan and manage elections in 67 municipalities. Introducing effective ways of training voters on active participation and overall election procedures was an important theme of the seminar. As the last municipal elections showed, continuous work with voters, especially in regions is necessary for raising their awareness about voting procedures.

Yeni Nesil - Union of Journalists of Azerbaijan

\$34,940

Baku, Azerbaijan

10/1/2003 - 7/30/2004

As a result of recent tax reforms, the government of Azerbaijan has tightened its system of tax collection procedures and instituted a new policy that requires all tax-payers, including mass media organizations, to keep records of financing activities in accordance with procedures established by the legislation. To assist media outlets in complying with the new procedures, this project conducted a survey among 97 mass media organizations to identify problems related to the introduction of the new legislative requirements and organized seminars for 60 financial managers of mass media organizations, which were led by the Tax Ministry, members of the Audit Chamber and independent experts. 1,000 copies of the book entitled Mass Media and the Tax Law were published and distributed to participants of the seminars, relevant governmental and non-governmental organizations and public libraries. Within the framework of this project, an Audit Center was established to assist mass media organizations in performing tax-related and accounting activities. 17 mass media organizations have applied to the Center since its opening and have received necessary information and recommendations. At its own expense, the Audit Center publishes a brochure entitled "Accounting and Law." The project revealed that the majority of tax violations by mass media organizations are resulting from a lack of awareness about new amendments to the Tax Code, making programs in this area for mass media organizations particularly important.

RUH - Journalists Defense Committee of Azerbaijan

\$30,372

Baku, Azerbaijan

1/3/2003 - 7/1/2004

Since gaining independence in the early 1990s, the national mass media in the South Caucasus have lacked objective and professional coverage of events in the neighboring countries. At the same time, however, more extensive access to information of regional concern is necessary to enable wider civic participation in decision-making regarding issues of regional concern. With its partners in Armenia and Georgia, the Journalists Defense Committee of Azerbaijan established a cross-border information exchange network for journalists and editors. The network was assembled in an internet-based, virtual environment, and it features the following components: a) a regional market for analytical news articles; b) an on-line database containing information on journalists, mass media and related entities; c) a cross-border interview capability with newsmakers from neighboring countries; and d) cross-border on-line forums on issues of professional and regional concern. These components are all accessible through the project's website, www.caucasusjournalists.net. Over the course of the project, more than 150 journalists and 23 media entities from within and outside the region registered in the database; 8 issues of a regional analytical magazine were produced; 22 interviews with newsmakers from across the region were conducted; and 3 internet forums were conducted. National media paid close attention to different components of the project; however, it was the online interviews with newsmakers that enjoyed the highest degree of interest from television and newspaper journalists. As a whole, the project facilitated the development an information exchange network for accessing reliable analysis of recent events and trends through the use of modern information technology.

Belarus

Public Union "Agro- and Ecotourism"

\$15,075

Minsk, Belarus

5/15/2003 - 6/30/2004

Belarus' state-dominated rural economy is in desperate need for revitalization, but opportunities for private enterprise development are extremely limited. One such opportunity is through rural tourism, which has proven to stimulate economic development and small business growth. The grantee wanted to increase business in the tourist sector by improving professional skills of rural tourism providers and making better information available to potential clients. To improve professional skills, the project conducted six trainings for 93 business people, developed a business manual on rural tourism and organized a study trip to Lithuania. To increase the availability of information, the project published a series of five different tourist guides, developed a web-site visited by 7000 clients, and conducted an information campaign resulting in more than 20 publications in national and local media. At the end of the 12-month project, these efforts helped more than 35 rural tourism providers start their work and brought nearly 1000 new tourists to the sector. In recognition of work done developing tourism in Belarus, the grantee received an award from the Belarus Ministry of Tourism and Sport.

Georgia

Civil Society Institute, Tbilisi

\$30,130

Tbilisi, Georgia

10/1/2003 - 12/15/2004

The main goal of the project was to facilitate the advancement of public policy and administration in Georgia by improving the qualifications of public servants. Within the project the Georgian School of Public Policy was established. During the project duration, three cycles of trainings have been conducted for more than 60 participants from different ministries, Georgian parliament and other governmental structures. The trainers, who have specially elaborated courses on public policy, used as training materials, were highly qualified specialists possessing degrees in public administration or relevant fields. Upon completion of the trainings, the trainees were awarded special certificates. The majority of the trainees have remained on their positions besides considerable reductions at governmental agencies caused by reforms, and a number of ministries have approached the CSI requesting to train their staff. As these trainings are short-term, public servants are having a possibility to participate without being deprived from their jobs. As a result of the project, professionalism of public servants, involved in the project, has improved, allowing better policy formation and decision making processes at public policy structures.

Democratic Meskhs' Union

\$31,519

Akhaltzikhe, Georgia

9/1/2002 - 6/30/2004

Combating corruption is one of the most important and compelling concerns facing Georgian society. Corruption impedes the economic development of the country and also reduces citizens' trust in government and its programs. The EFG 2002 Anti-Corruption Watchdog Competition aimed to reduce corruption and increase the transparency of local governance by strengthening the public's role in government decision-making. The regional NGOs served as watchdogs by monitoring and analyzing government performance within their communities and identifying specific mechanisms of public funds misuse and abuses of power. The project addressed these issues by focusing its efforts on increasing transparency of local government's budgetary process, identifying specific mechanisms of misuse of public funds and abuses of power in the sphere of budget drafting and execution through monitoring government's activities and mobilizing public opinion in Akhaltsikhe. Several articles in local print media, programs on local TV stations, bulletins, leaflets and TV PSAs, consultations for population (450 persons) and 14 court hearings were carried out within the project. Hot Line and special Emergency Anti-Corruption car service was operating during the project. The NGO's efforts contributed to increase of the public's role in local decision-making, reduced incidence of corruption, and raised public awareness and media interest in transparent governance. The Competition was a joint initiative of the Eurasia Foundation and Open Society - Georgia Foundation (OSGF).

Georgian Institute of Public Affairs

\$10,901

Tbilisi, Georgia

3/1/2002 - 7/31/2004

The project sought to support local governance reform in Georgia through facilitating the exchange of information between government bodies, NGOs and international donors. Within the framework of the project a website (www.lgic.info) was created in Georgian and English languages to serve as a comprehensive source of information regarding self-governance in the country, and three bulletins in Georgian were published and distributed in regions with limited internet access containing most interesting updates from the web. The website was submitted to all major search engines as well as to all Georgian internet directories, and links were created with a number of similar websites world-wide. Up-to-date, the number of unique hits on the page totals up to 5,000 out from around 14,000 total hits. The website became the main forum for local governance development process containing information on all new projects, donors, and emerging legislation.

Georgian Intellectual Property Association**\$26,490****Tbilisi, Georgia****11/1/2002 - 1/30/2004**

While the state patent office, Sakpatenti continued to function after the collapse of the Soviet Union, there was no mechanism for ensuring marketing and practical application of innovations patented in Georgia. The Georgian Intellectual Property Association (GePA) aimed to address this problem by creating an online transfer center for new innovations and technologies. As a part of the project, GePA standardized around 3000 innovations patented by Sakpatenti, translated them into Russian and English languages and posted them on the GePA web-site (<http://www.geip.ge>), which also includes over 100 proposals for technological improvements. Five seminars and roundtables on marketing innovations were conducted for representatives of research institutions and local businesses. In addition, a Group of Young Experts was created for young specialists working on the commercialization of innovations and GePA is assisting three innovators in commercialization of their technologies. The project will help to ensure that patented innovations in Georgia are recognized and utilized both nationally and internationally. GePA continues to develop contacts with international innovations centers.

Studio Kvali**\$38,904****Tbilisi, Georgia****10/1/2002 - 8/31/2004**

The last few years demonstrated chaotic changes within the private sector. A number of businesses were opened and closed. Many of the failures are associated with the lack of understanding among Georgian entrepreneurs of the major principles of business operation, such as strategic planning, project financing, human resource management etc. The project aimed to address this problem through the set of educational films televised on a local TV channel. The grantee developed 8 30-minute films, including interviews with prominent American economists and managers of American companies, which have had experience of working in Georgia. The films discuss general principles of business operation as well as the problems of the Georgian business environment. In addition to the education of the general public the project addressed the lack of practical business cases at local educational institutions by distributing the films among the latter. The interest in the material was so great that additional 200 copies were developed. Junior Achievement - Georgia distributed the films among secondary schools, which have recently introduced Junior Achievement Applied Economics course. The films are used as a supplement to the Applied Economics textbooks and computerized games.

The Union of Democratic Development of Georgia (UDDG)**\$25,462****Ozurgeti, Georgia****9/1/2002 - 2/29/2004**

Combating corruption is one of the most important and compelling concerns facing Georgian society. Corruption impedes the economic development of the country and also reduces citizens' trust in government and its programs. The EFG 2002 Anti-Corruption Watchdog Competition aimed to reduce corruption and increase the transparency of local governance by strengthening the public's role in government decision-making. The regional NGOs served as watchdogs by monitoring and analyzing government performance within their communities and identifying specific mechanisms of public funds misuse and abuses of power. The project addressed these issues by focusing its efforts on increasing transparency of local budget drafting and execution process and especially the use of social security funds by monitoring of activities of local government and mobilizing public opinion in Ozurgeti. Several articles in local print media, talk-shows on local TV stations, bulletins and TV PSAs, consultations for population (827 persons) and four court hearings were carried out within the project. The NGO's efforts contributed to increase of the public's role in local decision-making, reduced incidence of corruption, and raised public awareness and media interest in transparent governance. The Competition was a joint initiative of the Eurasia Foundation and Open Society - Georgia Foundation (OSGF).

Union "Sociological Research Center"**\$62,236****Tbilisi, Georgia****10/27/2003 - 5/10/2004**

The parliamentary election in Georgia on November 2, 2003 had a decisive role in defining the democratic perspectives of the country for its foreseeable future. It was important to ensure that the Georgian voters to make well-informed decisions, at the same time they would keep the vote calculation procedures open, transparent and reliable. The project envisaged fair information coverage of 2003 parliamentary and 2004 presidential elections in Georgia and to establish the real picture of the elections in Georgia through conducting of nation-wide public opinion research polling, nation-wide exit polling during the election days and regular and timely publicizing of the results through independent TV companies. The peaceful protest of people of Georgia - the Rose Revolution was a consequence of distrust of voters in the election results and articulated claims based on the exit polls, parallel voters' tabulation and civil observation of the election process. The project involved cooperation of different parties and donors both Georgian and international. The project envisaged participation of an expert for Global Strategy Group (US) and training and adoption of international standards and methods regarding exit polls. This contributed to increase of public trust in the results of the exit poll results and facilitate public discussion about the election process itself. Additionally the project contributed to development of local capacity to conduct impartial and quality researches regarding the election processes. The project was a result of cooperation of Center for Sociological Research (CSR), Global Strategy Group (GSG, USA), Institute of Polling and Marketing - Georgia (IPM), Business Consulting Group (BCG), TV Company Rustavi 2 and is financed by the Eurasia Foundation (U.S. Agency for International Development (USAID), Open Society - Georgia Foundation, Swiss Development Agency (SDC) and British Council.

Institute of Polling and Marketing**\$31,348****Tbilisi, Georgia****6/10/2002 - 8/30/2003**

The development of regional trade in the South Caucasus is hampered by a number of factors, including an unstable political situation, deficient legislation and administrative procedures, and corrupt custom and tax systems. These problems cannot be effectively resolved without active participation of independent expert groups representing business and civil society. With their partners from Armenia and Azerbaijan, the Institute for Polling and Marketing conducted a collaborative research focusing on constraints facing the cross-border trade of agricultural products. The partners undertook comprehensive sociological research on the current level of trade of agricultural products between the three countries. In addition, they analyzed the legislation and administrative procedures regulating agricultural trade. This research identified a number of specific obstacles hindering the development of a regional market for agricultural products in the South Caucasus. Based on these results, the partners formulated a series of policy recommendations for the consideration of their respective governments. These recommendations proposed key improvements of existing laws, methods for strengthening compliance, and steps that can be taken to improve free market mechanisms. As a result of the project, 500 copies of a Russian-language book entitled "The Market of Agricultural Products in the South Caucasus" were published and disseminated among major stakeholders.

International Civic Development Center**\$32,854****Tbilisi, Georgia****7/25/2001 - 11/24/2002**

As the political structures of Azerbaijan and Georgia developed after the collapse of the Soviet Union, the enabling legislation for many governance structures contained gaps and inconsistencies. In particular, the legislative basis for local government bodies was weak and vague. As a result, there are numerous unresolved questions concerning the interrelationship between central and local government structures and the rights and responsibilities of each. The International Civic Development Center and its partner in Azerbaijan supported the development of local governance by promoting improvements to the legislation regulating self-government. The partners published 1000 copies of a book titled Local Governance in Azerbaijan and Georgia, which contains the text and analysis of legislative acts regarding local government as well as a set of recommendations for amending related legislation to

better conform to Council of Europe standards. The books were distributed to local government bodies, universities and other educational institutions. In addition, the partners presented their recommendations to the appropriate government bodies in their respective countries.

Kazakhstan

Association of School Public Organizations

\$11,998

Almaty, Kazakhstan

6/17/2003 - 6/5/2004

The problem of insufficient government financing for state schools is reflected in schools' constant demands for additional funding from parents of schoolchildren. Many of these funds are raised through School Parent Committees (SPCs, similar to American PTAs). Under this project the grantee conducted a survey of parents to determine the degree of their engagement in the process of school budget implementation. Of the over 7,000 parents polled in several Kazakhstani cities, almost no parents were involved in the budget process. As part of the project, the grantee conducted a roundtable with representatives of the Ministry of Education to involve the government in the project. In order to identify and increase parental engagement in school budget implementation the grantee conducted seminars on holding public hearings and citizens' forums for representatives from 16 regions. As a result of these seminars, local SPCs conducted public hearings in the cities Rudnyi, Kokshetau, Almaty, Shymkent and Astana, at which Ministry of Education representatives not only took part, but also themselves conducted a review of school budget funding. All of the recommendations and findings of the grantee and participants of the hearings were presented to the Ministry of Education and Science at a final meeting in Astana. The grantee's work together with the public hearings led to the development of mechanisms for parental engagement in the formation and implementation processes of school budgets, which are currently being reviewed by the ministry. Additionally, during and immediately after the project's implementation, the number of SPCs increased manifold, including in a majority of schools in the cities Rudnyi, Kostanai, Kyzylorda, Karaganda, and Temirtau. This project is part of the Kazakhstan Open Budget Initiative.

Farmer's Fund of Kazakhstan

\$8,815

Almaty, Kazakhstan

9/27/2002 - 2/28/2003

The dearth of readily available credit for rural dwellers is one of the pressing problems of agricultural development in Kazakhstan. A large portion of bank loans are inaccessible for small-scale farmers due to high collateral demands as well as slow and cumbersome application procedures. One option for improving the situation is to create rural credit unions using funds raised among the farmers themselves. At the time of this project, there did not exist a single model for creating rural credit unions in Kazakhstan. The main goals of this grant were to develop a mechanism for borrowing via credit unions, and to lay the legal and public awareness groundwork for the development of credit unions in Kazakhstan. Under the project the grantee held a round table entitled "Rural Credit Cooperatives in Kazakhstan: Potential and Paths of Development", which was attended by 62 representatives of microfinance institutions, rural associations, government agencies and other agriculture specialists. The grantee wrote and published 500 copies of "The Guide to Creating Agricultural Credit Cooperatives in Kazakhstan". Additionally, a film was made based on the results of the round table about the problems of access to capital in rural areas, which was broadcast on a leading local TV station. However, due to the closure of the grant ahead of schedule the long-term objectives of the project were not fully attained. The publication of brochures was supported by the Friedrich Ebert Foundation.

Institute of State and Local Administration

\$7,497

Almaty, Kazakhstan

4/12/2004 - 12/12/2004

In the Iliskovo area of Almaty, administrative budgets do not properly reflect the needs or expectations of the citizens. For example, restoration of an administration building is not a priority according to the population, whereas repairing roads should be. The project was designed to increase the accountability of executive governments in Kazakhstan for the planning and implementation of state budgets at the

local level. The grantee conducted a series of activities in one suburban-rural district to increase citizen participation in and government accountability on the maintenance and improvement of public places. A manual on alternative budget formulation was created and areas in need of administrative funding/repair were identified and prioritized. 124 civil servants were trained in the budget process. However, by virtue that the cooperative budgetary project ran out of time, some solutions and recommendations were moved to the following fiscal year. The regional finance administrator (Mr. Maslichkata) recommended examining all budgetary expenditures.

Oblast Universal Scientific Library named after Sabit Mukanov

\$19,281

Petropavlovsk, Kazakhstan 11/8/2002 - 1/8/2004

In order to establish a civilized dialogue between regional government bodies, business, and civil society, this grant funded the creation of a press club in the city of Petropavlovsk. To assist regional media outlets, of which there are more than 100 in the oblast, the grantee held two seminars on coordinating cooperation between the press club and regional media. During the project period the press club held 19 press conferences. Additionally, the grantee launched an Internet chat room for journalists, which was supported by IREX. Now local journalists have greater access to information over the Internet from colleagues in other oblasts.

Ust-Kamenogorsk City Public Association of Youth For Future of Kazakhstan

\$10,122

Ust-Kamenogorsk, Kazakhstan 6/15/2002 - 3/15/2004

In Kazakhstan, the processes of budget preparation and implementation are largely inaccessible to the public. The goal of this project was to increase transparency and citizen engagement in the development and implementation of the budget for youth programs in the city of Ust-Kamenogorsk. The grantee developed recommendations on the budget, which were presented at a meeting of NGOs, representatives from relevant government agencies, and city council members. Additionally, the grantee produced a synopsis of materials and experience deriving from project activity, and presented it together with a tested model of NGO participation in the budget preparation process at a conference dedicated to this issue. An independent evaluation showed that the efforts of youth organizations (including the grantee) led to the inclusion in the official city budget requisition of additional youth programs totaling approximately \$5,000.

Zhambyl Oblast Public Association "Center of Justice"

\$8,163

Taraz, Kazakhstan 4/9/2004 - 10/15/2004

In Kazakhstan, the processes of budget preparation and implementation and information on them are largely inaccessible to the public, lack of mechanisms for measuring results, and consequently often do not address the needs and desires of constituents. The Center of Justice's project was designed to increase citizen participation in the monitoring of government programs nationwide through media exposure and engagement of government officials. The grantee developed and conducted a training seminar for representatives of the media and awarded prizes for articles containing the most informative and incisive objective reporting on government budgets. The project increased media coverage of government budgets and promoted citizen participation in the municipal budgetary process. The most significant result was bringing the opacity of the budget process to the attention of the government itself as well as to the general population. For instance, during the Center of Justice's September 28 round table held in Temirtau, the issue of municipal funding of dairy products for newborns was raised. To the surprise of the parliamentarians and city councilors present, they discovered that funding had not been allocated for such purposes in the municipal budget. At that very round table, participants vowed to raise the issue of funding for dairy products for newborns during 2005 budget hearings and the department of health was charged with preparing a budget requisition. Additionally, the Center of Justice was able to attract so many NGOs from across Kazakhstan to its training in large part thanks to contacts made with NGOs during the Open Budget training held earlier in the year by EF in Almaty. Thus, the grant recipient was able to build on earlier work conducted under the Open Budget Initiative. This grant was co-funded by the British Government under the 2004 Kazakhstan Open Budget Initiative.

Kyrgyzstan

Association "Library Information Consortium"

\$17,079

Bishkek city, Kyrgyzstan 1/21/2004 - 10/31/2004

Libraries in rural Kyrgyzstan have severely limited resources and yet lack the technical capability to exchange information with other libraries. Under a previous EF grant, an electronic catalog for the National Library of the Kyrgyz Republic was created using the IRBIS Library Automation System. To increase the resources available to library patrons in the regions, the grantee greatly expanded this electronic catalogue by adding a number of new libraries to its database. Available online or on CD-ROM, the electronic catalog now includes over 16,000 books from libraries throughout the Republic. The grantee held 6 trainings, attended by more than 100 librarians from throughout the country, on the use of the catalog and its capabilities. The grantee also developed a regulatory base for creating a catalog which would include the resources of all libraries in Kyrgyzstan. The project gave readers from one region access to the library resources of other regions, and paved the way for the formation of an electronic library network nationwide. This project also marks the first time that libraries throughout the Kyrgyz Republic have truly worked together cooperatively. The Kyrgyz Government is currently developing a concept paper which outlines goals for library services expansion by the year 2010, among which is a comprehensive electronic catalog. As a result of this project, the consortium will play a key role in carrying out the government's goals to that end.

Association of Public Associations of Refugees, Migrants and Ethnic Kyrgyz

\$15,267

Bishkek city, Kyrgyzstan 8/22/2002 - 5/31/2004

There has been significant migration from Tajikistan to the Kyrgyz Republic since 1993, as a result of the civil war in Tajikistan and of the resultant socio-political crisis. In 2002, the Department of Migrant Services of the Kyrgyz Republic estimated that over 8,000 refugees and 30,000 migrants from Tajikistan were living in Kyrgyzstan. Ninety percent of refugees are unemployed or hold only temporary work. In order to raise the standard of living among migrants and refugees from Tajikistan, the Eurasia Foundation (EF) awarded a grant to Intersheriktesh with financial and organizational support from Development Cooperation in Central Asia (DCCA). Grant activities led to the formation of 22 self-help groups that double as microcredit unions to develop ties, mobilize resources, and seek answers to migrants' and refugees' social problems. As a result of education and consulting funded under the grant, 269 group members and 1327 members were empowered to improve their own lives and the lives of close friends and family by raising their economic self-sufficiency. . The self-help groups formed a microloan portfolio with seed capital from DCCA, providing group members with access to credit. As a result, more than 80% of the members' families were able to rent over 300 hectares of farmland for agricultural and livestock businesses. In addition, group members opened two grocery stores, a pasta-making facility, an auto service center, a photo shop, and a cobbler's workshop. Another key result of the project was the foundation of the credit organization GSP Credit, now licensed by the National Bank of the Kyrgyz Republic, to offer additional microloans to migrants and refugees. The project also contributed to the integration into society of migrants and refugees. Upon completion of the project, the grantee Intersheriktesh, an NGO created by refugees, received a follow-up grant from EF and DCCA to form a similar group dedicated to promoting and defending migrants' and refugees' collective legal rights reflecting the grantee's institutional growth.

Association of the Consulting Companies

\$12,130

Bishkek city, Kyrgyzstan 3/7/2003 - 8/16/2004

The market for consulting services in the Kyrgyz Republic is a relatively new. At present, there are more than 100 consulting companies, but demand for their services has not yet developed. To support the growth and improvement of consulting companies in the Kyrgyz Republic, the grantee developed a

study program and manual for local consultants. The grantee also held a series of 11 training sessions on topics such as consulting company development, marketing consulting services, project development, project monitoring and evaluation, marketing services and financial management. The trainings were attended by 134 consulting industry employees. For clients, a reference book was published with information on finding and selecting business consulting services.

Congress of the Women of Kyrgyz Republic

\$39,506

Bishkek, Kyrgyz Republic 1/9/2003 - 8/16/2004

Lack of monetary resources, office space, and business know-how on the part of entrepreneurs are some of the formidable and widespread obstacles to small business development today in the Kyrgyz Republic. To support small- and medium- business growth in the Chui Valley, the Congress of Women of the Kyrgyz Republic founded a business incubator. The grantee trained 517 people on credit issues and 74 on how a business incubator works, 35 of whom later became clients of the incubator. Fifteen entrepreneurs trained by the grantee submitted business projects to loan institutions, and 6 companies were founded as internal clients of the incubator. These business incubator clients received access to office equipment, consulting services and training programs. Eighteen people are now employed in these new companies. Local businesses and government agencies made an important contribution by donating the use of a building and writing off a part of the incubator's expenses. Including this building, the project attracted over \$120,000 worth of outside funding. As part of the project, the grantee also organized an international conference on business incubation, in which 316 people from 10 countries took part. The grantee, along with four other organizations dedicated to the growth of small business in Kyrgyzstan, founded the Union of Business Incubators and Innovation Centers. This Union, which is comprised of organizations involved in the development of business incubation throughout the country, in turn received a grant for \$150,000 from the World Bank's InfoDev Program.

Consulting Company "Mekon"

\$4,909

Bishkek city, Kyrgyzstan 1/9/2003 - 8/20/2004

Eight universities in Kyrgyzstan currently offer degree programs in banking, finance and credit, most of which include courses on commercial banking. However, the only textbook on commercial banking used in Kyrgyzstan at the start of the project was one published in Russia and based on the Russian banking system, and therefore often not relevant to the Kyrgyz Republic. To provide students at Kyrgyz universities with a better alternative, this grant funded the development of a new textbook. A group of seven specialists from both the private sector and academic circles share authorship. Four hundred copies of the book were printed and given free of charge to 22 universities throughout the Kyrgyz Republic, 3 libraries and 3 commercial banks. According to experts who reviewed the text, it can be successfully used as a primary textbook for students in first-year university economics programs. The Ministry of Education of the Kyrgyz Republic has approved the text for use by universities. Financial institutions are also using the text as a reference while conducting business analyses.

Economic Faculty of the KNU

\$6,949

Bishkek city, Kyrgyzstan 3/7/2003 - 7/15/2004

No fewer than 40 universities in the Kyrgyz Republic offer courses on finance as part of their banking, finance, or credit programs. However, until recently the only finance textbook available was published in Russia and is based on the Russian system, and therefore does not conform to Kyrgyz rules. To provide students with a more relevant text, the grantee commissioned three specialists to write a finance textbook that reflects the economic and financial reality in the Kyrgyz Republic. Eight hundred textbooks were published in Russian, five hundred in Kyrgyz. The grantee distributed the books free of charge to 46 educational institutions, 4 libraries and 4 authors' collectives throughout the Kyrgyz Republic. According to a group of experts who gave an official assessment of the text, it could be successfully used as the main text for introductory finance courses. The text, which has been approved by the Ministry of Education for use in Kyrgyz Universities, has already been introduced and is actively used by several universities.

Felt-Art Studio**\$15,484****Tonski rayon, Bokonbaevo village, Kyrgyz Republic****1/9/2003 - 8/31/2004**

Many of the hundreds of artisans in rural Kyrgyzstan cannot provide for their families because they do not know how to reach their potential customers. At the same time, marketing of crafts has proven to be one of the most promising engines of economic growth in rural areas of Kyrgyzstan. To support artisans in the rural Issyk-Kul Oblast, the grantee purchased much-needed modern equipment and trained 37 local artisans in craft production techniques and marketing. The grantee also produced original felt craft training manuals, the first of their kind in the Kyrgyz language, which will be available to artisans throughout the region. Forty new jobs were created at the Felt-Art Studio workshop and its partner shop Altyn Oimok in the Tonski region. New employees were paid competitive wages to make felt handicrafts for sale in both local and foreign markets. Successful marketing and higher quality goods enabled the grantee to fill large orders from abroad-including a large order from Germany for over \$4,000-and overall sales revenues increased 30%. The grantee also created a regional database of designer-trainers and a crafts catalog, which will allow craftsmen to more effectively promote their products. The success of Felt-Art Studio in newly developing international markets has benefited those outside the artisan community as well; increased sales mean that the studio is purchasing more wool from local producers. The grantee is also committed to protecting the environment, experimenting with natural dyes and modern, environmentally friendly wool processing technology.

Public Union "Business incubator Naryn"**\$11,942****Naryn, Kyrgyzstan****7/8/2003 - 7/7/2004**

Business development is especially important in the Naryn Oblast, which remains one of the poorest in the Kyrgyz Republic. To support small- and medium- business growth in the region, the grantee expanded the new business-creation capabilities of two existing business incubators created with the support of EuroAid. As part of the grant, business incubator employees gave consultations to 555 clients, held seminars and trainings for 45 small entrepreneurs, and offered support and equipment to internal clients of the business incubators in order to aid their business' growth. As a result of the project, the two incubators increased their client base from 7 to 14 businesses, in which 36 new jobs were created. Additionally, the business incubator helped 26 small businesspeople receive microloans and lease equipment necessary for the growth of their business. The business incubator's web site, a source of information for local businesses, was also created as a part of the project.

Public Union of Youth Initiatives "TSEONIS"**\$21,138****Tokmok, Kyrgyzstan****9/2/2003 - 12/20/2004**

Unemployment rates among youth in the Kyrgyz Republic are especially high in the densely populated southern Osh Oblast. To help young people aged 16-35 in this region find work, the Public Association of Youth Initiatives TSEONIS provided informational support and job placement assistance to young job seekers. The grantee held monthly job fairs, including on university and vocational school campuses. In 2001, the grantee created a job search website where job seekers can find information about available vacancies or post their resumes for employers to view. The grantee also published two informational texts and a series of brochures on job searching techniques aimed at young people. Throughout the project, the grantee provided direct assistance to at least 2448 young people: they placed 513 in jobs, and gave employment consultations to an additional 1935. In addition, more than 200 employers benefited when they filled those vacancies. This project also became the model and starting point for a network of youth labor registries throughout the country, so that job searching and career services are now available to youth in other regions as well.

The Bishkek State Institute of Economics and Commerce**\$25,416****Bishkek, Kyrgyzstan****7/8/2003 - 7/31/2004**

Tourism is an important industry in the Kyrgyz Republic and the principle source of income for many people. Yet at the start of this project there were neither high-quality training courses nor materials available to tourism-industry employees. To solve this problem, the grantee created a study program and textbook, which was subsequently approved by the Ministry of Education to be part of the state education curriculum. Now a number of university-level hospitality, tourism and hotel management programs use the materials and program methodology as part of their curriculum. As part of the project, the grantee also founded the Center for Ecotourism Growth to inform the general public about ecotourism. To this end, the Center held a roundtable discussion and a conference entitled "Perspectives for the Growth of Ecotourism in the Kyrgyz Republic", where 37 representatives of the tourism industry, international organizations, government agencies and universities were present. The roundtable produced a resolution on systematizing data collection, addressing professional training of tourism specialists, and coordinating the activity of donor organizations. The resolution and other ecotourism information was made available on the Center's website. In the near future the grantee will expand the Center's activities, with the goal of improving mechanisms for job placement for budding tourism professionals and practical training for tourism-industry workers.

United Youth Union Golden Goal**\$10,156****Osh, Kyrgyzstan****4/8/2003 - 8/15/2004**

In Kyrgyzstan and Uzbekistan, contracts between universities and students who pay their own tuition vary greatly from school to school and are explained to students poorly, if at all. As a result, students enter into these contracts with very little knowledge of their rights, and are easily taken advantage of. Students often cannot obtain a copy of the contract, and universities change their fees from year to year or tack on additional fees after the contract is signed. In some cases, universities even use students for forced labor. With the university's responsibilities outlined only vaguely, no clear regulation of rights and responsibilities of either party, no payment system in place and no provisions for unforeseen circumstances in contracts, students' rights are often violated. The two grantee organizations designed and implemented this cooperative project to address these problems. The grantees first conducted research at 13 universities in the Ferghana Valley (eight in the Kyrgyz Republic and five in Uzbekistan) on the quality of services universities provide to their contract students. Based on the results of their research, the grantee organizations then opened two centers, one in Kyrgyzstan and one in Uzbekistan, where they offered consultations to students on how to protect their rights. One hundred sixty-eight students visited the Kyrgyz center seeking information and assistance, and 212 visited the center in Uzbekistan; of this total, 154 were contract students who were given legal advice. The grantees developed a single prototype of a new contract between universities and students for both countries, which takes both students' and universities' interests into consideration. The grantee organizations conducted a major joint advocacy campaign to promote these new contracts and inform students about their services, which included distributing over 2,500 informational bulletins, establishing an informational website, collecting over 2,500 student signatures in support of their efforts, and holding four roundtable discussions (two in each country) with students, university representatives, and experts from the Kyrgyz and Uzbek Ministries of Education, after which recommendations were sent to the parliaments of Kyrgyzstan and Uzbekistan. The grantees also received considerable media coverage: ten television reports, four radio reports, and 16 newspaper articles were written about the project activities and broadcast and printed in local, regional, and national media. Sixteen universities in the Kyrgyz Republic have expressed interest in using the new contracts. Spurred by meetings with the grantee, the Ministry of Education of the Kyrgyz Republic also plans to introduce the new contract prototype in universities in both northern and southern Kyrgyzstan.

Moldova

Association of Independent-Professional Attorneys of the Republic of Moldova

\$19,990

Chisinau, Moldova

1/1/2003 - 12/31/2003

One of the most fundamental forms of human rights expression is the right of a consumer to get a quality product for the right price. Although legislation exists, in practice Moldova does not have effective methods for ensuring consumer rights protection. Citizens normally are not aware of what their rights are, or how to defend them. The Independent Professional Attorneys Association is of a few national organizations working in this area in Moldova. Under the grant, the association initiated an information and advocacy campaign. The information campaign consisted of organizing three seminars on consumer rights, providing more than 1,000 individual consultations and disseminating a brochure on protecting consumer rights. The advocacy campaign consisted of two parts. First, lawyers affiliated with the grantee filed lawsuits aimed at protecting consumer rights. Also, the grantee urged communal service providers to be more customer-driven by providing individual contracts. Both campaigns were effective. The information campaign created a strong resonance in the local print media; 126 articles were published in local newspapers. Most of the advocacy campaign's court cases were resolved in favor of consumers, creating precedents for future cases. For example, a class-action lawsuit against TermoCom JSC led the court to rule to halve the price of heating. In addition, the parliamentary commission for budget and finance adopted the grantee's recommended customer-driven policies.

Center of Public Administration Consolidation

\$14,737

Chisinau, Moldova

6/1/2003 - 12/10/2003

Moldova's rural communities have been the hardest hit by the collapse of the Soviet Union's social and economic infrastructure. This dramatic decline in living standards, combined with the lack of skills or resources to address these issues, results in a vicious cycle of poverty for most of Moldova's rural population. Such rural communities can solve many of their most acute problems without significant outside investment simply by mobilizing existing resources effectively. In order for this mobilization to occur, there need to be effective mechanisms in place for citizens to be a part of the local government's decision-making process. The grantee introduced participatory strategic planning methods as a tool to encourage such cooperation and participation. Under this grant, 99 community activists from 60 rural communities were trained on strategic management and planning issues. As a follow-up to training, two-day strategic planning meetings were organized in 10 selected communities from across Moldova. Overall 239 community members participated in those workshops. Ten strategic plans were developed and approved by the local councils. The grantee also produced a strategic planning guidebook. After the grant ended, 93 small-scale projects were implemented using the target communities' strategic plans as a basis. Projects ranged from road reconstruction to establishing garbage collectors, to parking and forestry projects, water purification systems and opening of museums. To help implement the projects, more than \$450,000 in funds and in kind contributions were raised from the members of local communities, local businesses, government and international donors.

Moldova Microfinance Alliance

\$28,656

Chisinau, Moldova

10/1/2003 - 9/30/2004

Poor access to microloans is one of the main factors impeding small business development in Moldova. Moldovan legislation allows for a type of credit union, called Savings and Credit Associations (SCAs), to provide small loans to its members. However, the leaders of these SCAs do not possess the skills required to make strategic decisions in a challenging and changing environment.

As a result, SCAs do not function as well as they might. The grantee addressed this issue by conducting a comprehensive training program for SCA leaders. The grantee conducted 19 training sessions to senior members of 210 SCAs on financial planning, risk management, internal control procedures, accounting, and credit analysis. The grantee also produced a series of manuals to accompany the training and conducted two research projects. The first project was an in depth market analysis of clients needs. The second determined the most important factors for a successful SCA. Partially due to these trainings, there have been some positive results in the sector. Five new SCAs have been created employing 10 people. SCAs have increased membership and experienced a 3.33% increase in return on equity.

Russia

Angarsk Women Public Organization "Contemporaries"

\$19,133

Angarsk, Russia

8/1/2003 - 6/30/2004

This grant was awarded under the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities to improve consumer services in the city of Angarsk. Adequate consumer services are lacking in Russia's regions. The grantee researched the demand for inexpensive consumer services among 250 customers and issued a brochure with recommendations for more effective growth in the sector. 323 start-ups and small companies already experienced in the consumer services market benefited from six training seminars and consultations. The twenty most active participants received individual expert support in developing marketing strategies and reported broadening the range of their services and increasing their clientele. The grant created 63 new jobs and 12 new small businesses. Grantee leaders are now in the process of creating an Association for Customer Service to SMEs. The Association will be registered in the fall of 2004 and currently it has 25 active members.

Armavir Interregional Chamber of Trade and Commerce

\$28,520

Armavir, Russia

6/4/2003 - 8/31/2004

Legal and regulatory barriers are widespread regarding SME development in the Northern Caucasus. This grant aimed to reduce legal and regulatory barriers to the development of SMEs in the Northern Caucasus by developing a regional branch network of the most successful local private arbitration court. The grantee conducted 15 seminars for 527 lawyers and businessmen from five regions on the benefits of solving commercial conflicts through private arbitration. Acquired lessons and practices were summarized in a manual and booklet and distributed throughout Russian arbitration courts. The private arbitration court set up 2 new offices, improved judges' skills and refined procedures. The grant helped businesses avoid lengthy, expensive court battles.

Business Support Structures Foundation

\$34,967

Moscow, Russia

9/1/2003 - 7/31/2004

To improve the quality of educational support for Russian SMEs by implementing new methods of evaluating the quality of short-term training programs. The grantee uncovered problems faced by educational structures in creating and evaluating short-term training courses for SME employees and developed a new approach to analyzing their effectiveness. These new procedures were tested by four experienced SME support structures and fine-tuned based on their feedback. The resulting materials were distributed to 500 educational and SME support organizations and published on the Internet.

Center for Democratic Initiatives and Economical Technologies

\$22,954

Rostov on Don, Russia

8/21/2003 - 7/31/2004

The lack of youth support programs at the regional and federal levels negatively influences social stability in almost all of Russia's regions. Limited career opportunities force students and university graduates to seek alternative means of self-employment. Many young people are interested in starting-up their own businesses. To promote the development of youth entrepreneurship in the Rostov Oblast, the grantee conducted seven seminars and roundtables with the active involvement of businesspeople and micro-finance organizations and provided roughly 400 consultations in preparation and promotion of students' business plans. Some 100 young entrepreneurs were selected from 5th year at the university, 46 of which were chosen for a second round of activities, acquired the skills necessary to launch and run a business. Three out of ten business plans have the potential to receive financing after

the close of the grant. The program demonstrated the effectiveness and popularity of business-oriented training, however it also pointed out the challenge of obtaining start-up capital at the entry level.

Central Region, Information Center

\$30,846

Ryazan, Russia

6/6/2002 - 1/31/2004

Public utility management is being restructured along market principles in conjunction with Russia's ongoing housing utility reform. To secure proper housing and utility conditions and to coordinate the work of different organizations involved in housing maintenance in the central federal region, the grantee, the regional information center Central Region, developed a new integrated software package for managing requests, complaints and plans and for tracking and documenting processes relevant to the operation of public housing facilities. This new software allows utilities and municipalities to better monitor and control the amount and quality of services rendered, while also improving the efficiency of operations and the provision of timely service to customers. The grantee faced municipalities' low interest in the implementation of its automated system and started to distribute information on the system among the potential users. Project results were presented and discussed at three workshops attended by 149 federal and municipal officers, public facility managers and other specialists. Free copies of this software were distributed among municipal and non-commercial organizations responsible for housing reform in order to promote and stimulate its implementation. The system was implemented in three cities and the grantee also provided technical support and consulting.

Complex Center of Social Service, Motovilikhinsky District, Perm

\$1,639

Perm, Russia

1/1/2004 - 9/30/2004

Quality of social services in Perm is lacking. The project aimed to improve the quality of social services in Perm by raising the professionalism of social workers. In the framework of the project, 30 social workers received professional training in social work practice and theory and shared the acquired knowledge among their colleagues. Centers of Social Services report that the volume of services provided rose, due to their increased effectiveness. Additionally, 100 methodological booklets were published and disseminated.

Credit Consumer Cooperative, Sodeistvie

\$33,515

Smolensk, Russia

2/26/2002 - 9/30/2004

Small business growth in the Evenki Autonomous Okrug is slow. This grant was awarded to facilitate small business growth through the development of a micro-finance program, along with a series of training and consulting services for business people, potential entrepreneurs and municipal workers in the Evenki Autonomous Okrug. The region, completely lacking any sustainable business support programs and infrastructure, was one of the pilot territories under a joint Eurasia Foundation-Yukos program. The implementing team made the very first efforts to activate entrepreneurial initiatives, which resulted in the creation of nine micro businesses and thirty-two new jobs. However, their attempts to launch a micro-finance program on a systemic basis failed due to insufficient funding and the unwillingness of financial institutions to operate in the region. Nevertheless, the project demonstrated the obvious potential for small business development in this region.

Fund for Development of Local Self-Government

\$34,973

Novosibirsk, Russia

3/10/2002 - 5/31/2004

The organization of residential units is a problem in many parts of Siberia. This project aimed at increasing civic involvement in housing reform in seven Siberian towns. A public council consisting of experts from municipal self-governing organizations, as well as mass-media, was created to provide public expertise on municipal housing programs. The best practices were summarized and published. More than five hundred specialists received training on competitive bidding for housing services and journalists were trained in media coverage of housing reform issues. This led to a decrease in the costs of the utilities sector and improvement in the quality of services provided in the pilot towns.

Garant Rural Credit Cooperative**\$32,107****Saratov, Russia****5/8/2003 - 8/31/2004**

Russia's a developing agricultural sector is currently held back by a lack of financial support. To address this problem, the Saratov and Moscow Representative Offices of the Eurasia Foundation led a joint program to support rural credit cooperatives in order to improve the sustainability of agricultural coops by widening the services they offer. The grantee studied best practices in 5 regions, created and introduced 5 new methods for more effective operation of the guarantee fund for its members and other coops from different regions. Outside experts involved in the project helped the team develop regional standards and criteria for the guarantee fund. The grantee published 8 articles in 3 newspapers and magazines, organized 7 seminars and provided 96 consultations on creating guarantee funds for 387 coop members. As a result, the grantee increased its membership by 71%, its joint coops raised their capital by \$90,000 and enlarged the guarantee fund to \$7,500. This stabilized the coop environment in the region, increased their shareholders' trust, and made them more attractive to the banking sector. During the grant period, new methods were adopted by coops in the Astrakhan Oblast and the Republic of Chuvashia.

Initiative, Karelian Regional Fund for Self-Government Development**\$32,913****Petrozavodsk, Russia****4/9/2003 - 9/30/2004**

This project is the follow-up to the successful project "Public Internet forum of the Petrozavodsk administration," which created a virtual public forum on the Petrozavodsk administration's official website. The current project aims to open virtual public forums for three districts of Petrozavodsk and to join these websites into one Internet information portal. The novelty of this project is that such virtual public forums allow citizen involvement in the decision making process. A joint Internet portal will help to increase cooperation between the districts.

Innovative Management Center Joint Stock Company**\$15,011****St. Petersburg, Russia****6/16/2000 - 3/31/2002**

Small innovative business is still in its beginning stage in Russia so it is useful to experiment with many new and different mechanisms for SME development. The grant was awarded to support the development of a venture capital industry in Russia by creating professional training programs for the managers of start-up and existing venture capital funds. The grantee analyzed the existing international practices of venture industries and detected elements that correspond to Russian legislation. The grantee developed and conducted the seminar, "Introduction to the Management of Venture Capital," where 30 people were trained. The grantee would have conducted another seminar for an advanced target group of venture fund managers, had this target group been available. This grant revealed that Russian specialists are not ready to accept and use venture mechanisms.

Institute of Entrepreneurship and Investments**\$34,928****Moscow, Russia****2/7/2002 - 11/30/2004**

Small business owners rarely have the opportunity to interact in a cooperative setting. This grant was to support the growth of small and medium-sized enterprises through the development of Russian entrepreneurial associations. The project team developed an Internet site, including a database of more than 400 Russian entrepreneurial unions, and published 3 newsletters with an overall circulation of 1,500. More than 3,000 visitors viewed the website over a period of several months. The website, created and administered by the grantee, is the only specialized resource designed to meet the needs of entrepreneurial unions.

Institute of Social and Economic Analysis and Entrepreneurship Development**\$33,252****Moscow, Russia****8/12/2002 - 7/30/2003**

The first stage of the Eurasia Foundation and YUKOS Oil Company Partnership Initiative to support small business development and energize local communities included a baseline assessment of the

small business climate and development of potential small businesses in the target regions. Through interviews with local authorities, business support organizations and over three-hundred businesses, the grantee identified significant problems in loan financing that were hampering the development of small business in the cities of Angarsk and Nefteyugansk. To address these problems the grantee developed and distributed strategies to strengthen the local business support infrastructure and published the results of the project. During the second stage of the Partnership Initiative, the grant defined business sectors that need improvement.

Inter-regional Public Organization "Association of Managers"

\$8,314

Moscow, Russia

3/11/2004 - 11/30/2004

To increase the effectiveness of corporate charitable programs by developing the Russian Index of Corporate Responsibility. The Association of Managers, a leading business association, designed a questionnaire that was filled out by more than 100 representatives of Russian companies, and organized a meeting of experts on the transparency and disclosure of CSR information. Based on the results of the questionnaire and the expert meeting, the grantee considered further project activities as inexpedient due to the current state of the financial accountability and the political situation in Russia. The results of the first project stage were summarized and distributed as a newsletter and a brochure among nearly 5,000 people through the Association of Managers.

Internet Payment Systems Group. Joint Stock Company

\$8,798

Moscow, Russia

9/6/2001 - 7/31/2003

This project, to develop an Internet payment system, was not realized in full due to the grantee's inability to establish a partnership with the Internet business community. Expert opinion about the ethics code prepared under the grant was very low. The grantee's ethics code was presented at the roundtable "Ethics codes in on-line business", which was held as part of the forum "Internet - A catalyst of Russian economic development".

Interregional Marketing Center Udmurtiya - Moscow

\$31,489

Izhevsk, Russia

12/23/2002 - 7/31/2004

Businesses in Russia's regions often do not properly publicize their products. The project aimed to boost the sustainability of small and medium-sized businesses by improving their marketing skills. The grantee carried out 3 marketing training seminars for 160 representatives of 100 SMEs in the Udmurt Republic. Those companies most proactive in implementing marketing as part of their development programs received free assistance in developing their marketing plans. The project promotes marketing as a basic tool for SMEs.

INVEST IN.RU, Company

\$32,922

Velikii Novgorod, Russia

9/20/2002 - 3/26/2004

Administrative barriers in Russia hamper the development of small business and significantly complicate cooperation with international partners. This project aims to improve the investment climate in the Kaliningrad Oblast, specifically in the five regions that share a border with Lithuania and Poland, by researching administrative barriers to cross-border trade and publishing a reference book for entrepreneurs detailing all bureaucratic procedures in both English and Russian. The grantee trained representatives of five local administrations in how to conduct research on administrative barriers and presented methods of attracting investments to the region. The grantee conducted a survey on 500 local entrepreneurs and developed reference books for entrepreneurs in each of the five regions. The grantee analyzed local legislation and suggested ways it could be improved in order to help boost business and attract investment. The grant's results were widely disseminated on the regional and federal levels as well as published on grantee's site. The project helped to increase the transparency of administrative procedures faced by entrepreneurs doing business in the border region.

Kaluga Training Center for Management and Entrepreneurship**\$34,965****Kaluga, Russia****5/8/2003 - 7/31/2004**

Small business development in Russian national parks and nature reserves is hindered by the lack of a business support infrastructure or stimulating tourism programs. To facilitate private sector growth in the Ugra National Park (Kaluga Oblast), the grantee launched a pilot program in five municipalities for park managers, local public servants and entrepreneurs. One hundred and twenty participants were trained in the creation of effective local SME support programs, fundraising techniques and legal aspects of a business run in nature reserves. Four of five municipalities adopted local SME support programs by the end of the grant period, and all of the municipalities developed and adopted the inter-municipal SME support program, totaling about 4 million rubles. Seven new businesses were established over the course of the grant, and about 55 potential guesthouses (not legally registered) were discovered. The results of the program were summarized and published on a CD-rom and distributed to national park officials from seven regions of Central Russia. The grant demonstrates the potential to become a model for further replication.

Mordovian republican children and young people public movement "Istoki"**\$2,623****Saransk, Russia****1/1/2004 - 8/31/2004**

Well organized summer camps for children are lacking in Saransk. The project aimed to involve Mordovian youth in social activity by organizing their participation in social projects during specially organized summer camps. In the framework of the project, 69 tutors for the camps were selected and trained at three seminars and programs were conducted in 23 camps of the Republic of Mordovia. A competition between the camps was conducted, after which the winners went to the Russian camp Orlyonok, where they won the second place. The system of summer camps was well supported by the local administration and has become a tradition in the Republic of Mordovia.

Moscow High School of Social and Economics Science**\$12,208****Moscow, Russia****3/15/2004 - 8/31/2004**

Universities often lack cooperative and well-rounded strategic plans. The project aimed to develop regional university networks and in-service training of regional university representatives. A four-day seminar was held within the scope of the project to train participants in strategic planning, fundraising, social partnership and university corporate ethics. Representatives of 15 regional universities (21 people) took part in the seminar. As a result, project participants developed guidelines within the scope of their own university projects aimed at strengthening regional universities' role as a center of local community.

NalogInform, Company**\$10,680****Krasnoyarsk, Russia****8/1/2003 - 5/31/2004**

This project is part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities. Funding supported the improvement of legal skills within small enterprises in Achinsk by providing staff with free access to information and advice on accounting and taxation. The grantee published and distributed six issues of the "Taxation informer," 18,000 copies in all, to SMEs free of charge. The grant also published and distributed 3,000 copies of the "Entrepreneurs' guide," which addresses current legislative issues and practical business topics. 160 local SMEs also benefited from participation in two group consultations on accounting and taxation issues. Project results were covered by a large range of local TV and radio media outlets. The grantee will continue to distribute these publications for a small fee to small and medium business micro-entrepreneurs beyond the project period.

Nenets Regional Public Fund, Sotrudnichestvo**\$31,543****Narian - Mar, Russia****1/15/2003 - 5/31/2004**

Medical personnel in areas of Russia often lack professional hands-on training programs. The project aimed to improve the community's access to medical services by increasing the number of medical personnel at regional hospitals through the establishment of a nursing school. Before the project, there was a great shortage of qualified medical personnel and nurses in particular in the Nenets Autonomous Okrug, which resulted in limited access to medical services for local inhabitants. To address the problem the grantee, the Nenets Regional public fund Collaboration, designed a special educational program for medical personnel, recruited a group of medical instructors and professors, and trained 32 nurses for the region. Upon training completion, most of the trainees got jobs in local hospitals and medical aid-posts in remote villages in the Okrug, where they provided local population with timely and professional medical assistance.

Network Initiatives Support Fund**\$19,000****Dubna, Russia****5/8/2003 - 8/31/2004**

Some of the most able citizens in certain parts of Russia leave their home towns to pursue opportunities in other cities. The project aimed to preserve intellectual capital in Dubna and prevent a further "brain drain" by building a strong and stable community of young specialists. The grantee, Network Initiative Support Fund compiled an on-line database of young scientists, professionals and university graduates residing in Dubna, fostered communication within that community and provided information on local job openings, on-line consultations and off-line training on topics including project management, business planning and information technology essential to research and development programs currently underway in the city. In addition, the project team worked closely with the local government and local chamber of commerce to boost the project's impact on the local community. As a result of these activities a new generation of scientists and professionals were provided with the skills and resources they need to build a productive future in their home city.

Noncommercial Partnership - Economical Consultations**\$32,439****Saratov, Russia****7/26/2002 - 11/30/2003**

Non profit organizations in Saratov would benefit from more standardized financial systems in order to make their work more efficient. The project aims to develop a system of accounting and consulting support for NGOs and other organizations that conduct non-commercial projects. Over one hundred participants received training at four seminars. A revised version of the handbook, "Accounting in NGOs," was published with a circulation of one hundred and fifty issues. The grantee provided more than ninety individual consultations on accounting and budgeting practices. During the project's final stages, NGOs were provided with a newly created electronic database containing contacts and expert advice on accounting and taxation. Newly trained NGO workers confirm that the risks associated with sanctions that arise due to mistakes in accounting have decreased significantly.

Novosoft - Zheleznogorsk, Company**\$18,771****Zheleznogorsk, Russia****8/1/2003 - 5/31/2004**

The project is part of the Eurasia Foundation and YUKOS Oil Company Partnership Initiative to support small business development and energize local communities. The grant aimed to facilitate interaction between small businesses and municipal authorities by organizing a virtual office for the Achinsk Administration. Website visitors average 1000 people per month, and over 100 SMEs report having received feedback to their questions. This website incorporated expert recommendations from the local administration as well as business incubators, information about municipal tenders and legal materials. The success of this project presents many prospects for replication which were highlighted in regional and local media. Upon completion of the grant, virtual office activities will be financed from the municipal budget.

Peko-Center Fund**\$34,903****Syktvykar, Russia****11/26/2002 - 8/31/2004**

The production of bread is a necessity in Komi, just as it is in many other parts of the world. Inefficient systems have led the bakery industry to waste ingredients and create poor products. The project developed the baking industry in the Komi Republic. The grantee conducted 30 seminars and 784 consultations for managers of small bakeries in seven regions of the Komi Republic. The grantee created a database of small bakeries in order to further cooperation in the industry.

Practice, Training Center for Regional Television Companies Specialists**\$16,375****Nizhny Novgorod, Russia****1/1/2004 - 8/31/2004**

The public at large would benefit from a deeper understanding of modern young people. The project aimed to create positive public opinions towards youth, and youth issues, and to remove the stereotypical thinking of young people as "a problem." In the framework of the project, ten documentary films about gifted children of the Volga district were created and aired on television channels in five regions of that district. The grantee also conducted a 10-day training seminar for regional television specialists on how to create documentary films that comment on Russian social issues.

Regional Customs Brokers Association "North - West"**\$17,168****St. Petersburg, Russia****9/22/2003 - 6/30/2004**

Entrepreneurs in Russia's northern capital suffer from an array of challenges. The project improved the environment for small business development by lowering administrative barriers in custom regulations and increasing the bargaining power of businesses in dialogue with government agencies. The project team developed a draft program and designed the guidelines for a guarantee organization, which addressed customs brokers' liabilities to custom authorities. This organization was guided by the project team and involved customs brokers throughout northwest Russia. The project result was presented to the State Customs Committee of the Russian Federation, whose comments allowed the grantee to develop more effective self-regulation processes and to amend their charter to reflect the requirements inherent to this process.

Russian Small Business Resource Center Fund**\$31,622****Moscow, Russia****2/7/2002 - 8/31/2004**

Access to decent information for businessmen is often limited in Russia, even in Moscow. The project supported growth of the private sector through the development of information resources for small businesses. The project team created an on-line library of analytical and research materials and textbooks on entrepreneurial development. The library also was published on 1,500 CD-ROMs and was distributed to regional business organizations and government agencies. More than 1,100 business organizations are actively using the website.

Saratov State Social and Economic University**\$33,124****Saratov, Russia****2/1/2002 - 6/30/2004**

Business education in Russia includes more theory than practice; students do not receive enough managerial skills to work as managers. The grant was awarded to support business development through follow-up activities intended to address the serious lack of practical training for future managers in the predominantly academic curricula of business schools. The grantee taught 230 college teachers from the Volga Region how to use active teaching methods; 54 of these teachers later received certificates. The grantee distributed, promoted and built on their experience that included case-studies, video case presentations and computerized business simulations. The grantee trained 242 students using active methods that assisted graduates in minimizing the negative consequences and extra costs incurred by small businesses seeking to hire them. Also, the grant helped to disseminate active methods of education among Volga Region universities.

Sodruzhestvo Volgograd Oblast Rural Credit Cooperative
\$29,892

Volgograd, Russia **6/24/2003 - 9/30/2004**

The project promoted the existing rural credit co-op network in the Volgograd Oblast, a network that needed a boost of assistance to become more effective. The project helped rural credit co-ops actively expand their clientele, meeting the short-term financing needs of SMEs by improving business practices. The grantee developed guidelines for savings and loans, assisted co-ops in setting interest rates on various types of loans, and conducted a series of seminars for 33 credit co-ops in the Oblast. The results and best practices were presented at a conference of co-ops from 10 other Russian regions and published in the nationwide Rural Credit Magazine. As a result, the grantee doubled its branches and the number of entrepreneurs increased by 2,000.

Tatarstan Marketing Society
\$27,891

Kazan, Russia **2/4/2003 - 4/30/2004**

This project, part of the Eurasia Foundation-YUKOS Oil Co. Partnership Initiative for developing small businesses and energizing local communities, aimed to provide small businesses in Neftejugansk with access to training and consulting services. The project was a pilot initiative for the territory where SME support infrastructure was completely undeveloped. With active support from the local Administration, the grantee formed three mixed training groups of 237 college students, the unemployed and small business managers. 496 hours of training and 250 hours of consultations allowed the trainees to improve their basic business skills, which led to the creation of 60 new jobs and to a 10% increase in SME production. Most creative trainees were recommended for consultancy vacancies at the Neftejugansk Business Development Center. However considerable additional human and financial resources will be needed to establish long-term business training programs in the region.

Tatarstan Republic Chamber of Trade and Commerce
\$29,679

Kazan, Russia **6/24/2003 - 10/29/2004**

Resolving business conflicts is a tortuous process in Kazan. The project strengthened the rule of law in the business sector by introducing and promoting alternative dispute resolution. The grantee educated lawyers and businessmen on the benefits of solving business conflicts through private arbitration courts and mediation using 6 seminars, 241 legal consultations, 30 publications in media, 6 TV programs and 5 radio broadcasts. The existing private arbitration court improved its judges' skills and procedures, educated 27 judges, conducted a case study trial and resolved 5 commercial disputes. The grantee trained 28 specialists in mediation. Acquired lessons and practices were summarized and distributed at a final conference. Alternative dispute resolution, including any means of settling disputes outside of the courtroom, the most common methods employed being arbitration and mediation, helped Russian businesses avoid lengthy, expensive court battles. 173 businesses used the services of ADR.

Urban Development Reforms Foundation
\$13,269

Moscow, Russia **9/10/2001 - 12/31/2002**

The project aimed to stimulate the exchange of best practices between Russian and Eastern European NGO resource centers. Over the last decade, NGO resource centers in these countries accumulated extensive experience in solving various social problems and providing assistance to their clients, non-profit organizations. However, very few tools were employed to build a systematic translation of successful practices from one country to another and to share best practices. To address the problem, the grantee, Urban Development Reform Foundation, collected and analyzed numerous materials demonstrating progress reached in the area of social partnership and community-based initiatives in different countries and describing effective mechanisms developed in the course of this work. The materials were translated in Russian and English, published and distributed among resource centers both in Russia and through the "Orpheus Network" in Eastern Europe as a collection of materials

entitled "NGO resources centers as an important mechanism of civil society development in Russia and Eastern Europe".

White Sea Council

\$2,224

Arkhangelsk, Russia

10/13/2003 - 1/31/2004

The project aimed to contribute to the development of the White Sea area and foster dialogue between those who are interested in improving the social and economic situation in the region. To achieve the goal, the grantee organized a one-day conference in Arkhangelsk, which brought together representatives from 8 municipalities located along the White Sea coast including deputy mayors, community leaders and representatives of local business communities. The participants presented their experience, shared different approaches to municipal development and strategic planning and discussed the possibility of a joint project on territorial development.

Working Center for Economic Reform - Liberal Alternative

\$34,760

Moscow, Russia

2/20/2003 - 10/31/2003

The project promoted the active participation of small enterprises in municipal tenders. The grantee developed a "territorial passport" of the most important interactions between small business and large enterprises on one hand, and the local government on the other hand, in a given town or region. Eight small Russian towns participated in this study and a database on socio-economic development was formed for these towns. The results of the study and recommendations on more active participation of small enterprises were presented to local governments and large companies, as well as at the fourth all-Russia conference on small enterprises.

Zarechny Technopark

\$20,540

Zarechny, Russia

3/27/2002 - 9/30/2004

Access to capital for developing small businesses is hard to come by. This program focused on providing small businesses with access to affordable financing methods. At current, very few businesses are eligible for bank loans, mainly due to complicated loan procedures and strict bank requirements regarding collateral. Both of these factors significantly impede SME development throughout Russia. This particular grantee established a loan guarantee fund comprised of assets and capital from within the fund. With the Zarechny Branch of UralVneshTorgBank acting as its partner, the grantee assisted 15 businesses in obtaining bank loans totaling \$142,000 by serving as these businesses' guarantor. The project team conducted three training seminars for 35 businessmen and provided about 200 consultations to borrowers. Thanks to the grant, a sustainable guarantee mechanism was launched, which can be replicated amongst similar business support structures.

Amurnet Far Eastern Project Management Association

\$30,701

Blagoveschensk, Russia

9/24/2002 - 12/15/2004

Developing local philanthropy in the Russian Far East (RFE) is a slow process. The main goal of the project was to develop local philanthropy in RFE by disseminating the experience of successful community foundations. The grantee, a founder of the "Soglasiye" (Concord) Foundation in Blagoveschensk, cooperated with model foundations from Togliatti and Tyumen to provide training and consultations for organizations interested in developing social partnerships and promoting charitable giving in RFE regions. As a result of the interregional seminar on local philanthropy entitled "New Technologies of Charitable Activities in Russian Far East", two Community Foundations were created and registered in the Amur Oblast and the Jewish Republic and two informal charitable groups were organized in Vladivostok and Yuzhno-Sakhalinsk. The project established a communications network for those organizations interested in establishing community foundations as well for those interested in future development of their foundations in the RFE.

Far Eastern Legal Resources**\$32,474****Khabarovsk, Russia****1/1/2003 - 11/30/2004**

Interaction between local authorities and non-profit organizations in addressing issues related to neglected children is rare. The grant was awarded to improve interaction between authorities and non-profit organizations in order to foster active attention on homeless youth and neglected children. The project team created and introduced a new model involving public discussion of new regulations developed for the Khabarovsk City Administration. The pilot project was launched and monitored at public institutions for neglected children in two districts of the city in the fall of 2003. The same procedure was implemented in some regional districts as well. According to the results, in the first half of 2004, the number of homeless children in the region was decreased by 39% in comparison with the first half of 2003. During the implementation period, the number of foster families increased from 2 to 15 in the city of Khabarovsk.

Image, Amur Oblast Public Organization**\$28,528****Blagoveschensk, Russia****7/1/2003 - 6/30/2004**

A lack of decent employment opportunities in parts of Russia allows young adults to leave their home cities in search of promising careers. The grant was awarded to encourage bright, educated, young people to stay in the region by improving their chances of finding good jobs. The grantee organized a round table, completed training for educational specialists as well as for graduate students, and held a regional conference in which experts from Siberia and the Russian Far East territories participated. These events stimulated the creation of 9 graduate career centers at educational establishments in the Amur Oblast. In addition, a special course on how to job search was developed and implemented in 20 schools. The trainings and consultations provided helped students develop their career skills and increased the number of job placements for graduates by 7.1% in comparison with previous years.

Investments Development Center, Ltd.**\$33,097****Vladivostok, Russia****6/1/2002 - 4/30/2004**

Regional legislation that is not in harmony with federal norms, and an undeveloped investment policy make Primorsky Krai less attractive for the domestic and foreign investor. To make Primorsky Krai "friendlier" for investors, the grantee, replicating the experience of several other Russian regions, and working together with governmental officials, legislators, and public and private-sector leaders, developed strategies and mechanisms for increasing the investment climate in the region. They made specific recommendations for revising existing local legislation, drafted two legislative acts and a strategy for the investment development of the region. These documents were presented to regional legislative bodies for further review. According to the grantee's final reporting, with the exception of the strategy, the documents have yet to be approved. The draft laws were postponed until the new regional law entitled "About State Support of Investment Activity in Primorsky Krai", overseen by the Primorsky Krai Administration, is adopted. In addition, the project team founded the Far Eastern Investment Agency, which conducted seminars and follow-up consultations on investment legislation, business planning, and fundraising for managers of private companies. According to official statistics, in 2003 the investment in the Primorsky Krai economy increased 61% in comparison with 2002, but the project director failed to proof the connection between this achievement and implemented of her program.

Living Arctic NGO**\$32,524****Magadan, Russia****9/24/2002 - 11/30/2003**

The grant was awarded to create a community development foundation as a way of promoting transparency in the financing of social projects. The project team built upon the successful experiences of the Togliatti Fund and the former Eurasia grantee "Soglasiye" (Concord) Fund of Blagoveschensk to promote the concept of a local charitable fund. Local government officials, businesses and NGOs were invited to a series of educational meetings, seminars and round tables on the concept of a community development foundation in order to attract potential founders and donors. As a result, the

Magadan Public Council was founded to support community development actions. The Council's first grant competition directed toward NGOs interested in community social development was for \$5000.

Makon Business Support Center

\$34,680

Ulan-Ude, Russia

8/9/2002 - 1/30/2004

In the Baikal region, like in many other regions of the RFE, legal and regulatory barriers hamper the development of business. Business associations can improve the situation by proposing practice steps to reduce the legal and regulatory obstacles to business development and serve as mediators in the dialogue between administrative organs and entrepreneurs. The team proposed a project to improve the advocacy skills and capacity of business associations in presenting their interests before local and regional administrative bodies in three cities around Lake Baikal. They trained and consulted over 200 entrepreneurs and business association representatives on effective methods for protecting their rights. During four roundtables and at a final interregional conference, local authorities and businessmen: 1) discussed the problems of administrative barriers, 2) reviewed legislative documents, 3) proposed recommendations to streamline procedures for registering and licensing businesses, and 4) methods for defending investors' rights. The recommendations were submitted to the local and regional administrations for further review. As a result of the grant, the Ulan-Ude City Administration adopted changes in existing regulations to reduce the time period and number of documents necessary for opening a new business. They were also able to eliminate a number of the duplicating functions of oversight agencies. The grant helped to increase the number of business associations in the region and to strength their influence on decisions affecting small and medium enterprises.

Narodny Credit, Credit Consumer Cooperative

\$23,805

Birobidjan, Russia

5/1/2003 - 4/30/2004

In the Jewish Autonomous Oblast (JAO) the opportunities for individual entrepreneurs to receive micro loans within regional programs financed by local administrations or banks are very limited. The system of credit consumer cooperatives is also underdeveloped as there is only one credit union officially registered in Birobidjan, the capital of JAO. To promote the concept of credit unions as non-banking resources available to entrepreneurs and consumers in this region where credit options are few, the project team proposed an informational and consulting program. Together with the Interregional Association of Baikal Area and the Far East Credit Unions (a successful Eurasia Foundation multiple grantee from Khabarovsk), the grantee conducted a training program on the creation and management of credit unions in three JAO territories. Approximately 100 government officials, businessmen and NGO leaders participated in the seminars and discussed different ways to finance small businesses through credit unions. The project specialists provided consultations to new groups willing to join or to create their own credit consumer cooperatives. Also, in order to attract young people to the credit movement in the region, the project team developed and implemented an optional course on credit unions for students of the Birobidjan State Pedagogical Institute (BSPI). The course was presented to 35 students as a pilot program. Subsequently, the opportunities to make the course part of the curriculum is being reviewed by the BSPI management. As a whole, the grant helped to popularize the concept of credit unions with the local population, increase the number of credit union members and make loan funds accessible to borrowers. Inspired by the achievement of the main grant i.e., the creation of a new credit consumer cooperative in Leninskoye village, the project team plans to continue its educational and consulting efforts after the grant ends.

Sakhalin Regional Branch of the Union of Russian Journalists

\$18,095

Yuzhno-Sakhalinsk, Russia

11/1/2002 - 2/29/2004

Accountability and accepting responsibility is often lacking among administrators in Russia. The grant was awarded to increase public oversight of local government activities by improving media oversight of the same. In cooperation with Moscow and St. Petersburg journalist colleagues, the grantee organized joint legal and public relations training for journalists and employees of press-centers. Discussions on internal regulations and ethical norms for governmental press-centers were organized within the project so as to more closely approximate the function of public relations departments. As a

result, statutes governing press-centers and press-secretariats were developed and forwarded to the Commission for Informational Policy. Subsequently, in April 2004, the law "About Economic Support of Regional (city) Mass Media" was adopted by the Sakhalin Oblast.

Union of Journalists of Buryat Republic

\$29,603

Ulan-Ude, Russia

3/1/2003 - 2/28/2004

The grant was awarded to strengthen the role of the rural mass media as an instrument and shaper of local public opinion by training editors and journalists in the areas of legislation, management, advertising and journalistic ethics. The project team, together with journalism experts from Moscow and Novosibirsk, conducted several practical seminars for the staff of rural newspapers and organized three competitions among the trainees for the best photograph, the best newspaper article, and the best newspaper. Moreover, newspaper editors, journalists, non-profits and local authorities participated in Round Tables to discuss current problems of rural mass media. During the implementation of the grant, the project team created and distributed a catalogue aimed at generating advertising revenues from businesses interested in rural districts. As a result, advertising revenues increased by 12% and newspapers circulation by 3.32%.

Vladivostok Center for Cooperative Entrepreneurship

\$22,367

Vladivostok, Russia

11/11/2002 - 11/10/2003

To broaden perspectives for developing and funding innovative projects, the grantee proposed a program to stimulate innovative business activity in the region by developing technical and non-technical communications networks among innovation experts, businessmen, and scientists. Based on ideas from opinion surveys of entrepreneurs, the project team, together with Moscow and St. Petersburg experts, developed and conducted a new educational program to train over 150 innovative managers. It was expected that the program graduates would be capable of launching innovative projects or creating their own innovative businesses. The Eurasia Foundation did not receive a report about the long-term results of the grant owing to the fact that the project implementers failed to follow through with the project in its second period. In the process of implementing the grant events, they reached the conclusion that providing practical assistance for the development of innovative business projects and seeking funds for their realization is of greater necessity and in more demand by entrepreneurs and investors than organizing an educational program for young managers or conducting discussions devoted to problems business innovation. As a result, the project team did not attempt to retune their grant activities to the entrepreneurs' needs and chose not to continue the program.

Vladivostok Triumphal Arch, NGO

\$33,178

Vladivostok, Russia

11/11/2002 - 11/10/2003

The renovation of historical and cultural buildings and monuments in Vladivostok is hampered by a limited city budget and the apathy of business and the local population. The project team designed a program to increase private contributions for city development by adapting tsarist-era philanthropic traditions to modern times. They conducted a series of seminars, discussions, and Internet forums to focus attention on the reconstruction of the Vladivostok Triumphal Arch thereby giving entrepreneurs a sense of their social mission, and providing them with ways to participate in charitable activities. The project helped to attract an additional \$64,000 in private donations for the reconstruction of the Arch even though the project director did not officially announce it. The project also strove to create a circle of local donors, business companies and citizens, in addition to creating a list of new cultural and social projects and initiatives that could be financed from local resources. Regrettably, the project team was much more interested in the organizing project events than in developing a concrete list of project ideas. According to the final report, the team intends to maintain communications with the experts and other project participants, but the expected outcomes are vague.

Youth Against Drugs Public Organization**\$32,743****Blagoveschensk, Russia****12/1/2002 - 2/10/2004**

School facilities are excellent and highly underused resources for fostering community initiatives. The grant was awarded to more actively involve citizens in their communities by broadening the role of the school as a local resource center. The Sotrudnichestvo ("Cooperation") Center employees from Krasnoyarsk assisted the grantee in providing consultations, trainings and round tables for school administrators, secondary school teachers and local authorities in Blagoveschensk, Svobodny and Tynda on how to make use of the community school model. A local team of 20 trainers was created within the project and 3 centers for promoting this new model were launched. After introducing the concept of community active schools at educational institutions in the Amur Oblast, 13 schools adopted the model and began their activities. An additional \$9,140 was raised by the grantee for the implementation of the project. Moreover, 20 charity events were realized by school teachers and students to help solve community problems in the region.

Zelyony Dom NGO**\$31,254****Khabarovsk, Russia****3/1/2003 - 7/31/2004**

The grant was awarded to support the development of social partnerships between the non-profit and the private sector in Khabarovsk, which lacked the knowledge and experience to work together. The grantee created a virtual training center to provide education and training on project development and fundraising for non-profit and commercial organizations. Six trainings and seminars were held during the project in addition to the Round Table discussion, "Professional development and training of NGOs and small business in Khabarovsk Krai and Khabarovsk City". Fifty different cooperative social initiatives were developed by the NGOs and businesses for addressing social problems in the region and 14 of them were funded launched.

Blagov, Yuri**\$10,000****St. Petersburg, Russia****9/1/2001 - 6/30/2004**

Since it was established in 1993, the St. Petersburg University's School of Management (SOM) has gained a solid position in Russia's growing sector of management education. However, SOM shares the same challenges as many other prestigious institutes of higher education in Russia, one of the largest of which is the retention and development of key faculty. To address this need, the Citigroup Foundation and the Eurasia Foundation teamed together to provide five competitive fellowship awards to exceptional SOM faculty for development of academic and research activities. These fellowships allowed the chosen faculty to introduce new courses and develop new materials, and attend more professional workshops to exchange knowledge and network with peers from other regions of Russia. As a result of this particular fellowship, five new textbooks were developed and updated annually for courses at the undergraduate and graduate level and six articles were published.

Fedotov, Yuri**\$11,100****St Petersburg, Russia****9/1/2001 - 6/30/2004**

Since it was established in 1993, the St. Petersburg University's School of Management (SOM) has gained a solid position in Russia's growing sector of management education. However, SOM shares the same challenges as many other prestigious institutes of higher education in Russia, one of the largest of which is the retention and development of key faculty. To address this need, the Citigroup Foundation and the Eurasia Foundation teamed together to provide five competitive fellowship awards to exceptional SOM faculty for development of academic and research activities. These fellowships allowed the chosen faculty to introduce new courses and develop new materials, and attend more professional workshops to exchange knowledge and network with peers from other regions of Russia. As a result of this particular fellowship, 7 new textbooks were developed and updated annually for courses at the undergraduate and graduate level and two articles were published.

Raskov, Nikolai

\$11,100

St. Petersburg, Russia

9/1/2001 - 6/30/2004

Since it was established in 1993, the St. Petersburg University's School of Management (SOM) has gained a solid position in Russia's growing sector of management education. However, SOM shares the same challenges as many other prestigious institutes of higher education in Russia, one of the largest of which is the retention and development of key faculty. To address this need, the Citigroup Foundation and the Eurasia Foundation teamed together to provide five competitive fellowship awards to exceptional SOM faculty for development of academic and research activities. These fellowships allowed the chosen faculty to introduce new courses and develop new materials, and attend more professional workshops to exchange knowledge and network with peers from other regions of Russia. As a result of this particular fellowship, five new textbooks were developed and updated annually for courses at the undergraduate and graduate level, as well as four articles or papers that were distributed to all course participants.

Soltitskaya, Tatyana

\$10,000

St. Petersburg, Russia

9/1/2001 - 6/30/2004

Since it was established in 1993, the St. Petersburg University's School of Management (SOM) has gained a solid position in Russia's growing sector of management education. However, SOM shares the same challenges as many other prestigious institutes of higher education in Russia, one of the largest of which is the retention and development of key faculty. To address this need, the Citigroup Foundation and the Eurasia Foundation teamed together to provide five competitive fellowship awards to exceptional SOM faculty for development of academic and research activities. These fellowships allowed the chosen faculty to introduce new courses and develop new materials, and attend more professional workshops to exchange knowledge and network with peers from other regions of Russia. As a result of this particular fellowship, ten new textbooks or manuals were developed and updated annually for courses at the undergraduate and graduate level.

Volkov, Dmitri

\$10,000

St. Petersburg, Russia

9/1/2001 - 6/30/2004

Since it was established in 1993, the St. Petersburg University's School of Management (SOM) has gained a solid position in Russia's growing sector of management education. However, SOM shares the same challenges as many other prestigious institutes of higher education in Russia, one of the largest of which is the retention and development of key faculty. To address this need, the Citigroup Foundation and the Eurasia Foundation teamed together to provide five competitive fellowship awards to exceptional SOM faculty for development of academic and research activities. These fellowships allowed the chosen faculty to introduce new courses and develop new materials, and attend more professional workshops to exchange knowledge and network with peers from other regions of Russia. As a result of these fellowships, eight new textbooks were developed and updated annually for courses at the undergraduate and graduate level.

Tajikistan

NGO Oshtii Milli

\$13,007

Dushanbe, Tajikistan

7/1/2003 - 9/10/2004

Legislation has provided greater autonomy for local village councils, Jamoats, but the government has not provided adequate education of Jamoat officials to realize their potential. The grantee first prepared five trainers at the Center for Retraining Municipal Managers in Khujand. The grantee then opened a resource center in Garm, where the trainers conducted courses on the social and economic principles of local self-governance for 63 Jamoat officials from the surrounding Rasht Valley. The grantee also published six editions of a newsletter in Tajik for Jamoat officials to further assist them. As a result, Jamoat officials developed 12 projects to be implemented in cooperation with NGOs. Three of these, to supply water to remote villages, were successfully carried out during the grant period.

NGO Public Training Center

\$17,413

Dushanbe, Tajikistan

10/1/2001 - 3/31/2004

Business development in Tajikistan lags behind that of other former Soviet republics, because of the country's civil war and geographic remoteness. The grantee conducted a study of small business development and developed recommendations for legislative improvements. It then presented its findings at a conference and other events, where it sought to enlist the support of government, political parties, NGOs and media. The project contributed to the passage of several pro-business government acts, helping liberalize, for example, micro-finance.

Turkmenistan

Agzamov Jemshit

\$2,895

Mary, Turkmenistan

10/1/2002 - 6/30/2004

Lack of legal protection slows the development of private farms. The grantee intended to open a training and consulting center for farmers. However, the grantee's bank would not process grant payments and the grantee himself had personal problems. As a result, the project activities were on the whole not completed. Foundation staff tried to visit the grantee to help him put the project back on track, but were unable due to travel restrictions. Based on the combination of difficulties, foundation staff decided to close the grant.

Turkmen Agricultural University

\$16,589

Ashgabat, Turkmenistan

10/1/2002 - 6/30/2004

Wishing to stimulate the farm sector, the government of Turkmenistan decided to provide parcels of land to individuals, creating a new class of private farmers. To strengthen this sector, the grantee provided a wide range of extension services, including opening agricultural laboratories and publishing how-to manuals, and worked on a regular basis with more than 200 farmers. This helped farmers introduce a range of crops other than cotton and wheat, boosting their profitability, and providing new foods for local consumers. The grantee's achievements were recognized by the government, which is supporting its work.

Union of Economists of Turkmenistan

\$16,088

Ashgabat, Turkmenistan

2/1/2002 - 3/31/2004

The Turkmen language is being rapidly introduced in official documents and the education system. However, as documents and books are translated from Russian or English, and sometimes back again, meaning is often distorted. Moreover, many educators and businesspeople must improve their grasp of the Turkmen language. To address these problems, the grantee wrote and published 1,000 copies of a Russian-English-Turkmen dictionary of economic terms, and distributed it among 37 state, public, educational and international organizations. Based on a positive response, the grantee will publish a second print run of 400 copies, at a sale price of \$3.50, a positive indication of the project's sustainability.

Ukraine

AHALAR Resource Center

\$25,776

Chernihiv, Ukraine

5/15/2003 - 2/15/2004

Non-governmental organizations (NGOs) play a key role worldwide in addressing a wide range of social issues. In order to play this role effectively, civic organizations, regardless of level of experience, need constant information and legal support. An effective way to meet this demand is by establishing a network of strong and sustainable NGO resource centers. These centers should be demand-driven, partnership-oriented, and proactive in regional community development. To make such a network possible, the Charles Stewart Mott Foundation and the Eurasia Foundation initiated a project called "NGO Resource Center Development: Building Institutional Capacity." One of this program's grantees aimed to increase the number of services provided by their resource center and to improve the quality of services provided. Under the project, the grantee designed and conducted a series of trainings in strategy planning and organizational development for 434 community leaders representing Chernihiv region. Some of these leaders organized a network of seven NGOs with the grantees support. This network was able to diversify its funding base by lobbying the city (\$3,000) and from charitable donations from citizens (\$453). This money went to support 37 children requiring social assistance. The project also provided technical and information support to the Social and Psychological Rehabilitation Center and Legal Clinic. These efforts enabled the grantee and partners to expand their range of services, increasing the number of beneficiaries by 2.5 times. The project contributed to strengthening the grantee's institutional capacity. Even after the project's completion, the grantee continues to raise local funds and carry out its activities according to a realistic and planned strategy.

All-Ukrainian Public Youth Organization "Ukrainian National Union of Young

\$12,233

Kyiv, Ukraine

10/1/2003 - 2/19/2004

Many regions of Ukraine, with its plentiful but underdeveloped historical and recreational resources, have the potential to become tourist destinations but lack resources to develop tourist infrastructure. In particular, the tourist industry lacks skills in preparing investment proposals and few investors are aware of prospective in the tourism sector. The grantee addressed these issues by assisting tourism-related businesses and local governments develop investment proposals and improve the information available to potential investors. To improve professional skills, the grantee conducted a series of trainings for 51 business people and local authorities, developed how-to materials on tourism-related investment proposals and followed on with legal support for investment process. To increase the availability of information, the project developed and published two analytical articles in "Restaurant and Hotel Business" magazine, produced an Investment Proposal Book and conducted a presentation of the best investment proposals at the "Ukraine Hospitality 2003" international tourism exhibition. Even though the project did not result in any new investment to date, it did contribute to improving the professional standards of tourist sector operators.

Association Lviv Tourist Board

\$23,003

Lviv, Ukraine

8/1/2002 - 5/15/2004

Previously dependent on inefficient massive state-owned enterprises, people in Ukraine's more remote regions need to find innovative ways to diversify their local economies. One such method is tourism, which has proven to stimulate economic development and small business growth. The Lviv region, with its plentiful but underdeveloped historical and recreational resources, has the potential to become a tourist center but lacks high-quality services and promotional support. The grantee addressed this issue by conducting an information and networking campaign among businesses involved in the tourist industry. To increase availability of information, the project updated a database of regional tourist

businesses and published a series of five different tourist guides. It established a Tourist Information Point in the municipal airport, visited by 35-40 people per day. A sign of the project's success is increased contributions from the business community and government. The grantee has received to date \$20,000 from local businesses through membership fees and through direct financing from the city budget. In addition, the project developed the tourist sector in the region, helping increase the number of tourists by 20% and increase tourism-related business activity by 25%.

Charitable Foundation Civil Initiatives Center

\$13,720

Perechyn, Ukraine

9/1/2003 - 8/31/2004

For the large part, citizens have little access or input into the local governance process in Ukraine, especially in rural areas. As a result, rural governments tend to make arbitrary decisions without considering the needs of their constituent communities. The grantee approached this issue by training 90 civic leaders in citizen participation techniques in 15 rural communities. The grantee also conducted 15 round tables (one in each target community) to jointly assess and prioritize community needs. The grantee also held nine public hearings in target communities. A closing conference summarized the results of the program. By offering the chance for citizens to provide input into their local government's decision making, the grantee helped strengthen community influence on local policies. For instance, citizens convinced the local government to support different initiatives in various villages. For example, one village cultural center was renovated and re-opened after 10 years of abandonment. Citizens and government worked together to provide natural gas to nine other villages. One village organized and cleaned the local garbage dump, and a group of concerned citizens in another village pooled their resources to renovate a kindergarten.

International Charitable Organization "Center for Ukrainian Reform Education

\$5,533

Kyiv, Ukraine

10/1/2003 - 12/31/2003

According to public opinion poll carried out in April 2003 by the USAID-funded Partnership for Transparent Society Program, 73% of interviewees believed that it was impossible to do business in Ukraine without paying bribes. In co-operation with this Program, the Center for Ukrainian Reform Education addressed this problem by organizing a conference to share best practices. The conferences brought together different organizations working in 11 different anti-corruption coalitions, most of which focused their activities on preventing corruption in regulating small and medium enterprises. Under this grant, the grantee selected 16 different feature stories to highlight the most successful of the coalitions' strategies in combating corruption by public officials at the local level. Those stories were included into a brochure titled Real stories: how entrepreneurs defend their rights and distributed to 3,817 recipients. The project also produced three national TV programs featuring the success stories. The grant successfully complemented other activities carried out under the Partnership for Transparent Society Program. According to the Program's staff, the demand for brochure produced under the grant turned out to be much higher than expected. Also, the grantee and the staff of the Program received positive feedback about the TV spots' quality and relevance.

Kirovohrad Creative Initiatives Support Center

\$25,832

Kirovograd, Ukraine

6/1/2003 - 4/15/2004

Non-governmental organizations (NGOs) play a key role worldwide in addressing a wide range of social issues. In order to play this role effectively, civic organizations, regardless of level of experience, need constant information and legal support. An effective way to meet this demand is by establishing a network of strong and sustainable NGO resource centers. These centers should be demand-driven, partnership-oriented, and proactive in regional community development. To make such a network possible, the Charles Stewart Mott Foundation and the Eurasia Foundation initiated a project called "NGO Resource Center Development: Building Institutional Capacity." One of the grantees aimed to broaden and improve the services provided by its resource center. The project focused on providing information and methodological support for the third sector. The project developed an Internet-based platform (www.soclab.org.ua) as a platform for discussing educational materials for the third sector, and continued to update other three web-resource (www.presscat.org.ua,

www.ngo.org.ua, www.ligarc.org.ua). These activities brought the number of visits to nearly 25,000 per year. The grantee's public relations campaign resulted in over 300 different instances of media coverage, and the grantee developed and distributed two manuals, "NGO Management," and "How to Establish Information and Methodology Networks for the Third Sector on the Regional Level." Additionally, the grantee conducted trainings and round tables for 710 local activists from 60 civic centers that provide the framework for creating and managing a local network of civic organizations. The grantee was able to broaden its range of services to a wider clientele. According to the grantee's estimates, these civic centers were able to raise \$30,000. The grantee also helped leverage nearly \$2,400 from local authorities for social projects.

Local Self-Government Development Support Association

\$6,488

Lugansk, Ukraine

9/1/2003 - 8/31/2004

With a history of restrictions on freedom of association, Ukraine still has very few legal options for citizens to organize themselves to address local issues. Territorial self-governing bodies (TSB) are among one of the few available methods for citizens to organize themselves. Before the beginning of the project implementation there were 29 such bodies in Luhansk with a combined membership of over 100,000. However, many of these organizations remained poorly organized in a poorly defined legal environment. The project approached this issue by strengthening the role of TSBs in local decision-making. The grantee set up an information and consulting center which held 14 training seminars for a total of 335 TSB leaders. A series of six round tables was used to make practical recommendations for improving relations with local government officials and amending local TSB regulations. The project achieved some measurable successes. Based on information received in training, local activists organized six new TSBs. TSBs receive support from the city budget, receiving approximately \$15,000, and district councils started meeting with TSBs regularly to discuss local issues. The grantee's consulting center still operates and is on its way to becoming sustainable.

Podilia Pershyi Association

\$30,381

Khmelnyskyi, Ukraine

9/1/2002 - 9/30/2003

Previously dependent on the largess of giant state-owned companies, the Khmelnytska oblast's rural economies have not undergone the necessary transformation and diversification, leaving many jobless and with no new opportunities in sight. The grantee wanted to help revive the oblast's hardest hit areas by developing a clustered and participatory approach to local economic development. The grantee helped form a cross-sector strategic planning working group in each of the oblast's seven most depressed regions. These groups held three meetings on strategic planning, one regional conference, and a final seminar. Based on a SWOT analysis for their respective communities, the groups developed a joint strategic plan for the development of the clustered region, called Stara Volyn. As a result, an informal network of five local economic development agencies was established. According to statistical reports, there has been a marked improvement in social and economic indicators in all seven participating regions (indicators include economic growth in different sectors, amount of investment, new jobs created, and a lower crime rate) in 2003 compared to previous years. These regions are now seen as leading examples for other regions of the oblast. Sustainability has been achieved in the grantee's ability to function after the external funding. The local governments are working with local business to develop region-wide business clusters in other areas - such as agrotourism and construction materials industries.

Society of Intellectual Property

\$28,438

Dnipropetrovsk, Ukraine

1/1/2003 - 12/31/2003

Ukraine has been identified by the US State Department as one of the major violators of intellectual property rights. In response, the Ukrainian parliament adopted a number of legislative acts aimed at protecting copyrights; however, the day-to-day implementation of those laws remains very weak. The grantee initiated a public information campaign in the Dnipropetrovsk oblast aimed at raising awareness among stakeholders. The grantee organized 12 seminars and produced publications on the issue. It also provided consultations to interested beneficiaries, and developed a Web site on the issue.

There are some signs showing slight improvements in this sector in the region, although it is hard to contribute those solely and directly to the project activities. For example, sales of licensed Microsoft products in the region increased in 2003 by almost 300% (also, enforcement increased). The Dnipropetrovsk city prosecutor's office stopped illegal CD pirating in one company.

Ukrainian Center for Economic and Political Studies Named After O. Razumk
\$48,098

Kyiv, Ukraine **10/1/2003 - 6/30/2004**

Independent policy institutes are an important part of governance in any open, democratic society. Despite the emergence and growth of such "think tanks" in Ukraine, the national government continues to make decisions in secret, seeking little, if any, advice from outside experts. The grantee wanted to offer suggestions to the Ukrainian government on how to work with think tanks. The project developed and published recommendations on the best methods of collaboration. To summarize the findings, the grantee organized a round table with more than 100 key Ukrainian officials, leading experts from national and international policy institutes, and nearly 40 representatives of national media outlets. In general, the project helped increase public awareness in the need for independent policy analysis. Unfortunately, the 2004 presidential elections disrupted any attempts to implement any of the recommendations at the national level. There is, however, still a chance that a new government may use the grantee's findings when developing its policies.

Ukrainian Newspaper Publishers Association
\$32,883

Kyiv, Ukraine **1/1/2003 - 12/31/2003**

Impeded access to information, inappropriate media legislation, and political pressure is a key obstacle to media independence. Additional impediments include a shortage of relevant skills and poor understanding of existing legal and regulatory environment among media professionals, as well as weak joint efforts to advocate media interests. The grantee's strategy was focused to help media overcome these obstacles through legal assistance, training and informational support related to the right to information, as well as facilitating cooperation between publishers of non-governmental print media and state officials. The project published the results of regular monitoring of access to information about state authorities' activities; held two seminars for publishers on access to information; held three meetings with representatives of state entities to promote sector interests and lobby necessary legislation changes, and distributed 45 issues of electronic newsletter "News of Ukrainian Print Media." More than 1000 legal consultations were provided on two issues: (1) access to information and, (2) accounting and taxation. Association members were also assisted in court hearings. In addition, the grantee analyzed existing legislation and prepared draft regulations and recommendations to improve laws related to information about activities of state authorities that were submitted to parliamentary committees. Project activities helped newspapers to improve their access to information on state authorities activities and to alleviate political pressure through better knowledge of existing legislation and strict adhering to existing norms while performing their professional responsibilities. The project also resulted in growth of Association influence in the field and its increased sustainability through a 35% raise in Association membership, widened range of services provided and improved level media advocacy.

Western Ukrainian Resource Center
\$24,643

Lviv, Ukraine **4/7/2003 - 1/7/2004**

Non-governmental organizations (NGOs) play a key role worldwide in addressing a wide range of social issues. In order to play this role effectively, civic organizations, regardless of level of experience, need constant information and legal support. An effective way to meet this demand is to set up a network of strong and sustainable NGO resource centers. These centers should be demand-driven, partnership-oriented, and proactive in regional community development. To make such a network possible, the Charles Stewart Mott Foundation and the Eurasia Foundation initiated a program called "NGO Resource Center Development: Building Institutional Capacity." One of this program's grantees aimed to increase the number of services provided by their resource center and to improve the quality of services offered. The grantee made improvements to a training series on community

mobilization. Afterwards, they conducted these trainings for 305 community leaders and village mayors in the Carpathian region, providing regular follow-on support afterwards. The grantee also developed a distance-learning course on the topic. In addition, the grantee organized a community development competition among local university students and scholars, gathering 12 best practices and raising public awareness on the issue. The project helped leverage \$26 000 from state budget and local businesses to implement local community development projects. The grantee also introduced public hearings in 12 rural communities and supported 11 villages in adopting strategic plans. The project helped the grantee broaden its range of services to a wider clientele.

Uzbekistan

Andijan Business Incubator Business Imkon

\$10,784

Andijan, Uzbekistan

6/1/2002 - 11/30/2003

The lack of knowledge on business running and legal aspects makes difficult the work of entrepreneurs. Grantee conducted a training course on educational program of International Labour Organization "start-up Own Business" and "Improve Business" for four types of trainees. Meetings with representatives of banks, tax inspection took place as well for resolving concrete problems of entrepreneurs. As a result, eighteen new businesses were formed, ten bank loans got, fifteen entrepreneurs defended. The project revealed the demand for training courses for entrepreneurs and this activity is continued.

Association of Pediatricians of Bukhara Oblast "Avicenna"

\$22,503

Bukhara, Uzbekistan

6/1/2003 - 12/31/2004

Increase in the quantity of private medical enterprises was not followed by the support for development and improvement their work. Grantee conducted training for one hundred trainees, developed two manuals and published sixteen issues of the information bulletin. As a result, seven new private medical enterprises are opened and nineteen new jobs created. Training trip to Ukraine resulted in establishing a Credit Union "Avitsenna". Consulting services are continued after the grant period and can be obtained through web site www.koaliciamed.boxmail.biz. Manuals were in demand for medical institutions of Uzbekistan and the Project "Health - 1". A Federation of Private Practitioners was created in the end of the project implementation and combines 74 members.

Association of Surkhondaryo Oblast Libraries

\$25,235

Termez, Uzbekistan

1/1/2003 - 5/31/2004

Surkhondaryo region is one of agrarian areas of Uzbekistan where farming enterprises make up 95 percent of a private sector. Absence of the functioning system to provide farmers with economic and legal information, vulnerability to arbitrariness of officials is among the most vital problems of farmers. To give assistance in development of farming enterprises six sites to provide the information and advisory services were established under the project. These sites offer farmers computer services, services of electronic communication, Internet connection to expand their outlook and receive new information. Moreover, 150 farmers were trained on the course "Organizational and financial activity of farmers and farming facilities" and got consultations. Publication of the monthly legal information newsletter "Tayanch" ("Support") with articles on problems of development of farming enterprises helped farmers in studying the legal and business issues of farming enterprises. The association of libraries of the Surkhondaryo region has strengthened the communication between regional sites and has expanded the range of services provided. Farmers independently started preparing business-plans, there are cases when they won legal disputes, attendance of libraries rose 4 times. The grant could not reach all of its goals because of refusal to provide financing by the decision of the bank commission (based on Resolution 56). This resulted in decreasing the number of consultations, developing an analytical report on farmers' problems, establishing constant links with local authorities, defending farmers in the courts.

Association of teachers of business- disciplines

\$16,939

Tashkent, Uzbekistan

5/1/2002 - 1/31/2005

Teachers and students of Economics in Uzbekistan do not have access to up-to-date knowledge on accounting. The grantee trained both teachers and students on financial reporting to provide the market with skilled specialists. The project achieved its short-term results and comprised all oblasts of

Uzbekistan. A number of factors (such as the replacement of the Project Director and other implementers, as well as bad management) did not permit the achievement of further long-term aims. The Pragma Corporation contribution to this project was about \$8,000.

Business- incubator of Shahrizabs

\$11,282

Shahrizabs, Uzbekistan 12/1/2002 - 11/30/2003

Lack of legal and management knowledge impedes new Uzbek businesspeople, particularly outside Tashkent. To address this in the Shahrizabs region, the grantee created a support center for entrepreneurs staffed by four business trainers who themselves received training at the Tashkent-based Association of Business Incubators and Technoparks. There, 100 entrepreneurs received training in legal, marketing, finance, accounting and tax issues; 366 received consultations, and several meetings were organized between beginning businesspeople and government officials. Forty entrepreneurs who had sought help opened businesses, creating 220 workplaces; 32 received bank loans on the strength of business plans prepared with the grantee's help; and the dialogue between businesses and government was advanced. Demand for the grantee's assistance remains high and the grantee is prepared to begin offering its services on a paid basis.

Information and Social Marketing Research Center

\$33,139

Kokand, Uzbekistan 6/1/2003 - 4/15/2005

The lack of institute of evaluation in Uzbekistan makes difficult to monitor the effectiveness of social-oriented projects. The grantee trained 24 evaluators giving an opportunity to combine theoretical and practical work on ten projects. A brochure with the information on the results of the projects was developed and distributed among NGOs, donors and governmental organizations. The high level of training allowed EF to hire local evaluators on three grants to conduct evaluation. Two trainees were hired by Future Groups. Two others served as interns with the Russian evaluators. Trainees' contacts placed at the EF website. The task on establishing a nationwide network of evaluators was stopped because of worsening climate for NGOs. Trainees use gained knowledge in developing projects, monitoring grants and training other NGOs, thus increasing the quantity of beneficiaries till forty-fifty NGOs in ten regions of Uzbekistan. Simultaneously with the grant implementation its evaluation was conducted. It the first experience of Tashkent Regional Office. To achieve worthwhile results on evaluation capacity building two points of view should be taken into account: 1) a project must be a part of the program; and 2) a possibility to use new knowledge in practice must be given.

Navoi Oblast Business Women's Association "Tadbirqor Ayol"

\$3,750

Navoi, Uzbekistan 6/18/2004 - 9/17/2004

Foundation staff identified the grantee as a potential institutional development grant recipient, since it had established one of Uzbekistan's top credit unions. A consulting firm analyzed the grantee's strengths, weaknesses, opportunities and threats, and found that the organization could benefit by expanding its services outside cities, increase its staff's skills, diversify services and develop a strategic plan. The consultant then helped the grantee prepare a plan to meet these objectives. Based on this, an institutional development grant, T04-1234, was awarded to expand and strengthen the grantee's credit union.

NGO Fukarolik Tashabbusi

\$32,138

Karshi, Uzbekistan 12/1/2002 - 12/31/2003

Three-fourths of Kashkadariya Oblast's population is rural. As private farmsteads replace collective farms, farmers need better knowledge to make their businesses profitable. This project sought to institutionalize consulting and training provided under a prior grant by establishing an agricultural extension service. Twelve specialists themselves received training. These "mentors" then provided training and consulting for 60 farms on topics such as composting and livestock. Following the grant period, the extension service continues to provide services on a paid basis. It is also publishing brochures, co-producing television shows for farmers, and planning to open a farmers' credit union.

Public Association "Legal clinic"**\$13,077****Andijan, Uzbekistan****4/8/2003 - 1/31/2005**

In Kyrgyzstan and Uzbekistan, contracts between universities and students who pay their own tuition vary greatly from school to school and are explained to students poorly, if at all. As a result, students enter into these contracts with very little knowledge of their rights, and are easily taken advantage of. Students often cannot obtain a copy of the contract, and universities change their fees from year to year or tack on additional fees after the contract is signed. In some cases, universities even use students for forced labor. With the university's responsibilities outlined only vaguely, no clear regulation of rights and responsibilities of either party, no payment system in place and no provisions for unforeseen circumstances in contracts, students' rights are often violated. The two grantee organizations designed and implemented this cooperative project to address these problems. The grantees first conducted research at 13 universities in the Ferghana Valley (eight in the Kyrgyz Republic and five in Uzbekistan) on the quality of services universities provide to their contract students. Based on the results of their research, the grantee organizations then opened two centers, one in Kyrgyzstan and one in Uzbekistan, where they offered consultations to students on how to protect their rights. One hundred sixty-eight students visited the Kyrgyz center seeking information and assistance, and 212 visited the center in Uzbekistan; of this total, 154 were contract students who were given legal advice. The grantees developed a single prototype of a new contract between universities and students for both countries, which takes both students' and universities' interests into consideration. The grantee organizations conducted a major joint advocacy campaign to promote these new contracts and inform students about their services, which included distributing over 2,500 informational bulletins, establishing an informational website, collecting over 2,500 student signatures in support of their efforts, and holding four roundtable discussions (two in each country) with students, university representatives, and experts from the Kyrgyz and Uzbek Ministries of Education, after which recommendations were sent to the parliaments of Kyrgyzstan and Uzbekistan. The grantees also received considerable media coverage: ten television reports, four radio reports, and 16 newspaper articles were written about the project activities and broadcast and printed in local, regional, and national media. Sixteen universities in the Kyrgyz Republic have expressed interest in using the new contracts. Spurred by meetings with the grantee, the Ministry of Education of the Kyrgyz Republic also plans to introduce the new contract prototype in universities in both northern and southern Kyrgyzstan.

Samarkand Business Incubator**\$11,653****Samarkand, Uzbekistan****12/1/2002 - 11/30/2003**

Business people in rural areas have little access to consulting services. The grantee, therefore, prepared nine trainer-consultants who worked in rural areas. More than 250 people received training, which helped them open 35 new enterprises creating 83 jobs, and contributing to the overall growth of registered businesses in these areas. Having created demand for consulting, the grantee could continue on a paid basis.

Support Center for Disabled People "Khayot"**\$3,750****Samarkand, Uzbekistan****6/18/2004 - 9/17/2004**

Foundation staff identified the grantee as a potential institutional development grant recipient, based on its effective work assisting disabled people in Samarkand. A Kazakhstani consulting firm analyzed the grantee's strengths, weaknesses, opportunities and threats. This analysis showed that the grantee could benefit from strengthened management, diversified funding and a strategic plan. The consulting firm then assisted the grantee in preparing a plan to meet these objectives. Based on this, an institutional development grant, T04-1226, was awarded.

Surkhandarya branch of Republican Universal Agriculture Commodity Exchange**\$19,911****Termez, Uzbekistan****6/1/2003 - 5/31/2004**

When the grantee opened in 2001, commodities exchanges were virtually unknown in Uzbekistan. It therefore developed a training program for how to use the exchange and trained 254 farmers and businesspeople. Following these seminars, it ran three pilot auctions, attracting 156 farmers and manufacturers to sell their commodities. This significantly increased the volume of sales made through the exchange, allowing farmers and manufacturers to get the fair market value. The grantee earned a profit from these deals, which it donated to an orphanage. It has gone on to thrive and expanded trade to include buyers from Afghanistan.

Tashkent State Economics University**\$33,004****Tashkent, Uzbekistan****1/1/2003 - 3/15/2005**

The lack of focus on studying regional economic development can hinder decentralization and sound policy-making. The grantee began preparing a curriculum in this field for government employees under a prior grant. This grant deepened that work. The university established a stand-alone municipal management school and developed and piloted short-term courses for 322 government employees from Tashkent, Samarkand, Bukhara and Djizzakh, for which it received fees. The grantee also developed a textbook on municipal management and economics and opened a master's degree program, enrolling 27 students in the first class.

Training Center NAMUNA**\$16,616****Djizzakh, Uzbekistan****8/1/2002 - 10/31/2003**

Apartments in Uzbekistan were privatized in 1993, followed by further reforms giving greater rights to apartment owners. However, apartment owners' associations have far from fulfilled their potential, owing to a lack of education and adherence to the Soviet command-economy system. The grantee gave management training to the heads of 118 apartment owners' associations and initiated a union of associations. As a result, apartment owners began to demand repairs and utilities owed to them, and the management of the associations improved.

Training Consulting Center Nodira**\$20,838****Kokand, Uzbekistan****12/1/2002 - 7/30/2004**

In the grant's target area, three regions of the Ferghana Oblast, one-third of businesses failed in 2001. Contributing to this was a lack of business skills and knowledge. The grantee prepared nine business trainers, opened information and consulting centers in donated space in each of the three regions, trained 72 entrepreneurs and issued a newsletter with important business information. This contributed to a growth in businesses during the project timeline. The organization, however, was itself unable to overcome bureaucratic hurdles and was unable to register its three centers, seriously hindering sustainability.

Trans Eko Private Scientific Consulting Center**\$17,262****Tashkent, Uzbekistan****1/1/2003 - 8/31/2004**

Uzbekistan's slow approach to privatization leaves many state or quasi-state enterprises without competition, and hence without a stimulus to improve corporate management. The grantee sought to address this through education. It prepared training modules on corporate management and trained 123 managers in the spheres of transport and communications. It also held a conference on corporate management in a decentralizing economy. The teaching materials and library assembled under this grant are now used widely in universities. This grant contributed to increased interest among corporations in the OECD's corporate management guidelines, and in promoting timely dividend payments to shareholders.

Partnership Grants

Aid to Artisans

\$10,100

Hartford, CT

6/10/2004 - 9/10/2004

Potters in Uzbekistan and in Afghanistan have much in common, though the former have developed better marketing while the latter have retained more traditional techniques. Therefore, the grantee determined that an exchange would be beneficial to both sides. Four Uzbek potters traveled to Istalif, Afghanistan, for a two-week workshop. In Kabul, the grantee organized a crafts exhibition, where they sold nearly \$1500 in crafts, including jointly-produced pottery. This demonstrated the potential for Central Asian craftspeople in Kabul's growing market. Cooperation should continue, with the potters from Afghanistan planning to visit Uzbekistan, and possibly enrolling in the Central Asia Crafts Association. The relationship serves as an example of friendship across a once turbulent border.

Bay Area Council for Jewish Rescue & Renewal

\$74,238

San Francisco, CA

10/1/2003 - 6/30/2004

The nations of Central Asia are plagued by ethnic and religious tensions and by instability within and outside their borders. In order to encourage multi-ethnic and multi-religious tolerance within this volatile region, the Bay Area Council was awarded a grant to establish a Climate of Trust tolerance program in communities throughout Tajikistan. This support allowed a small group from Tajikistan to participate in an intensive training program in San Francisco that involved an exchange of information, techniques and strategies among Tajik and American law enforcement professionals, city administrators, educators, and community representatives. Following this training, a delegation from the San Francisco law enforcement and judicial systems flew to Dushanbe to conduct more training and assist in the establishment of a permanent Council of Tolerance. This Council, located in Dushanbe, will bring together different segments of society to address the problem of hate crimes through a series of regional seminars and community-specific programs.

Small Enterprise Assistance Funds

\$199,800

10/1/2000 - 7/31/2003

With a combined population of 55 million predominately young people (60% under the age of 21), the five countries of Central Asia are all experiencing varying degrees of difficulty and economic turbulence. Given the region's demographics, the need to create new, better paying, jobs is essential. In addition, the governments of all five countries have endorsed the need to promote SMEs, and developing the SME sector is seen as a priority in achieving a stable and peaceful economy throughout the region. To address this need, the Foundation awarded a \$199,800 grant to SEAF to establish the Central Asia Small Enterprise Fund (CASEF). This initial funding allowed CASEF to launch its activities and raise over \$9 million from investors. The Fund now provides a needed source of capital for local small businesses by providing a well-structured mix of equity and debt financing as well as hands-on technical assistance.

University of Pittsburgh

\$127,153

Pittsburgh, PA

1/15/2001 - 12/31/2002

Over the past ten years, many international organizations, including the Eurasia Foundation, have been striving to improve government efficacy and open the policy making process to citizen participation in Russia. Unfortunately, while political commitment to these reforms may have been genuine, the skills of civil servants responsible for the implementation were lacking, and the training programs provided to address their professional development did not seem to be adequately solving the problem. This, ultimately, was undermining the sustainability of these reforms. To address this, the Foundation gave a

grant to the University of Pittsburgh to conduct an in-depth survey and analysis of local government reform and public administration graduate and in-service training capacity in three Russian cities. The resulting report provides suggestions on how to improve the standard curriculum for local government employees so they learn to cooperate more systematically with public organizations.

Appendix C

U.S. Government Grants by Country and Strategic Objective

(includes descriptions of competitions and special programs)

Armenia

1.3 Private Enterprise Development

Regional Business Development in Armenia

The purpose of this competition is to select regional Business Support Structures (BSS) type of organizations with real potential for organizational growth and strengthen them institutionally, helping to reach financial and organizational sustainability.

Ijevan Business Support Center LLC

\$19,414

In support of development of Small and Medium Enterprise (SME) in the Ijevan district of the Tavush marz through strengthening of the local business support structures and education of entrepreneurs. The project includes training of entrepreneurs and farmers on financial management and accounting, consulting on management, business planning, marketing and legal aspects as well as distribution of information about products and services produced in the region through local business bulletin.

2.1 Citizen Political/Economic Participation

NGO "Environmental Survival"

\$40,845

To protect trans-boundary water systems from pollution and mismanagement by raising public awareness about environmental and water protection issues. Through a network of three Public Environmental Information Centers, the partners will continue public awareness activities targeting the population, business community, and local governments in the Debet -Khrami river basin. The partners will conduct regular thematic seminars on environmental issues, hold a series of national roundtables to discuss pressing environmental issues, and organize quarterly seminars for Center staff and representatives of the mass media. Additionally, the partners will publish local-language water monitoring handbooks and organize volunteer civic water monitoring groups. These activities will further encourage in-country partnerships among public, business, and government sectors and develop cross-border venues for more open information exchange and cooperation concerning environmental issues.

Media Support "INTERNEWS" NGO

\$48,701

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

Regional Association of Kapan Women

\$2,974

In support of development of Civil Society institutions in the remotest areas of Syunik region. As a

result the project envisions a needs assessment report for development of Civil Society in Meghri and Kajaran. It is expected the at least one large project will be designed and implemented on a basis of the research and program developed.

Hakastver Law Non-Governmental Organization

\$27,200

In support of civic monitoring of and better control over the implementation of the state anticorruption program. The project aims: to raise public awareness of the state anticorruption program and its implementation through a website and a brochure entitled "Journalists Against Corruption"; involve citizens in the fight against corruption by providing pertinent information through public information points in the regions; promote better investigative journalism through seminars and the publication of a guidebook for professionals; and help improve the state anticorruption program through the development of a recommendations package. As a result, the role of both the public at large and the mass media in the fight against corruption will be increased.

Center of Condominiums of Region Lori NGO

\$17,555

In support of development of condominiums of Lori region through establishment of a resource center and six model condominiums in small towns of Lori region, Stepanavan and Alalverdi. The project envisions a sizable information campaign consisting of meetings with public, trainings and seminars, TV programs, advertising, as well as provision of consulting services by the resource center. The project also includes the holding of a regional conference on condominium issues and publication of a brochure featuring a report of experience gained through the project, as well as information on condominium management. As a result, the number of condominiums in Lori region will be increased, and the process of sustainable organizational development of condominiums launched.

Writers Union of Armenia

\$2,995

In support of worldwide dissemination of information on Armenian literature and culture, as well as promotion of better Armenia-Diaspora cultural bridges, through the creation of an Internet portal of contemporary Armenian literature. In addition to literary links and a database of contemporary Armenian writers and their writings, the portal will feature news and announcements on a wide range of events in the spheres of culture and education. As a result, the populations of Armenia and the Diaspora will have online access to contemporary Armenian literature and cultural events, and more active contacts between Armenia and the Diaspora will be fostered.

***Strengthen and Expand the Existing Newspaper Distribution in Armenia
To establish an alternative distribution system for independent newspapers, the operations of which
will be more easily monitored and more transparent than those of the current government-
controlled Hye Mamoul system.***

Agency Oda-Express Ltd

\$29,277

In support of activities to revive readers' interest in newspapers and magazines published in Armenia, which, in turn, will result in a growth of sales for social and political publications promoted within the framework of the project.

H.Simikyan Limited Liability Company

\$22,910

In support of activities to create an alternative newspaper distribution system in Vanadzor, which will include subscription and home delivery. The new system will promote the growth of newspaper sales and will help create awareness among the population of Vanadzor.

Blitz Media Limited Liability Company**\$39,435**

In support of activities to recover the existing newspaper distribution system and to strengthen print media in 5 regions of Armenia - Kotayk, Aragatsotn, Ararat, Armavir and Tavush - the project aims to provide the population of these regions with timely information and to enhance further development of democratic processes in the Republic.

Center of Educational Development of Gyumri Limited Liability Company**\$16,786**

In support of improving newspaper distribution in five regions (Ashotsk, Artik, Amasia, Akhuryan and Ani) of Shirak marz in Armenia. The project aims to provide the population of these regions with better access to information and to enhance further development of democratic processes in the Region.

2.3 More Accountable Local Government

Association for Education and Research "Millennium"**\$925**

To develop a linkage project aimed at strengthening local governance institutions in the South Caucasus countries. The partners will meet in Tbilisi to discuss the design and implementation of a three-country linkage project. Through the linkage project, the partners plan to provide training on identifying economic priorities to a targeted group of local governments in each country. They also plan to conduct a comparative analysis of the legislative framework regulating the activities of local governments in the region. A clearly elaborated linkage project will result from the planning and design discussions.

Armenian-German Development Agency NGO**\$21,170**

In support of expanding the role of local governments in the economic development of their communities through the creation of economic departments in three municipalities of the Armavir and Gegharkunik regions. The project envisions the establishment of economic departments at the municipal level, training of employees, experience exchange with representatives of the economic departments of the town of Zelle in Germany, launch of a website of Armenian municipal economic departments as well as development of three model projects of economic partnership. As a result, better local economic planning and development will be achieved through fully functioning economic departments at the municipal level.

Azerbaijan

1.3 Private Enterprise Development

Azerbaijan Economic Research Centre

\$34,945

To increase small and medium enterprises' access to capital through the utilization of the securities market. In order to support the development and expansion of enterprises in various regions of Azerbaijan, this project will train 80-100 local businesses on international standards and best practices in utilizing securities and will establish a consulting center to provide guidance to businesses engaging in this emerging market. The project will also organize a competition to identify one pilot company and provide technical assistance to them in their initial issuances of securities. Publications related to the issuing and marketing of securities will be developed and distributed to target businesses and relevant ministries and a Web site will be created to disseminate information on developing the securities market in Azerbaijan.

"Sadaf-Impex" Firm

\$26,199

To support the creation of favorable conditions for local and foreign entrepreneurs, establishment of their direct contacts and the information exchange through the development of online resources and internet technology. The grantee will develop a comprehensive database on local and foreign businesses in Azerbaijan and create an electronic business catalog, which will be placed on a National Portal of the Internet in Azerbaijani, Russian and English languages. It will have a comprehensive search function allowing potential investors to access information on businesses according to their field of activity or geographic location, as well as information regarding legal regulations and an electronic forum for information exchange. A coordination center will be established to maintain the information placed on the portal and provide online business consultations to potential investors. The project will facilitate direct interactions and partnerships among businesses and will promote an improved business climate in the country.

Organizational & Technical Development Society

\$33,400

To support the development of artisans' businesses and marketing of their products in the Guba-Khachmaz region. The project will employ a special mechanism of organizing and training artisans, which will include the formation of several groups of artisans based upon the type of their activities and providing these groups with practical tools for organizing their businesses and marketing their products. The project will set up a center in Guba for demonstration, advertisement and selling of artisans' products and organize a mobile trade fair to travel to tourist centers throughout these regions during the summer tourism season. A video film will also be created to demonstrate the best business practices of artisans. As a result of this project, the artisans will acquire practical business and marketing skills and increase their sales, which will further develop artisans' activities and business practices in the country.

2.1 Citizen Political/Economic Participation

Khazar University

\$2,989

To increase the policy analysis skills of selected government and public sector officials and university faculty members from Azerbaijan and Georgia and to create a network among these policy analysts. The project will provide a one-week intensive workshop for twenty dynamic individuals currently

engaged in policy analysis and equip them with the essential tools to identify problems, analyze issues and formulate policy options for decision makers. Beryl Radin, Professor of Government and Public Affairs, University of Baltimore, will be the featured lecturer at the workshop. Additionally, the grantee will sponsor separate sessions to create a network of Azerbaijani and Georgian policy analysts. This pilot project will contribute to the development of the Public Policy and Public Administration field in Azerbaijan and prepare a select group of policy analysts for their future work.

The Forum of Non-Governmental Organizations

\$16,607

To support the strengthening of communications between non-governmental organizations and governmental and international bodies through the development of an online interactive database for more than 1000 NGOs. The database, which will be accessible through the internet and updated on a continual basis, will contain detailed information about local NGOs, and will have the capability to create searches to group organizations based upon specific areas of activities, regions of operation, sources of funding and other relevant information. The project will also prepare and publish 100 copies of an NGO Directory, which will be distributed among NGOs, municipalities and governmental bodies that do not have access to the online resources.

Saniya Humanitarian Informational-Analytical Agency

\$10,620

To heighten the levels of youth awareness and civic responsibility in the field of anti-corruption. The project will hold information sessions and trainings for 160 high school and university students of 16-20 years of age in the target regions of Baku, Agdash, Mingachevir and Ujar. Electronic and hard copies of the bulletin "The Economic Costs of Corruption" will be developed and 2000 copies of calendars and booklets entitled "Youth Against Corruption" will be printed and distributed to youth groups, community members and media organizations. High school students and representatives of youth organizations will participate in an essay contest on anti-corruption and the winners will take part in a televised program sponsored jointly with "Leader" TV, thereby setting the stage for an interactive discussion of the role of society in fighting corruption. The project will also organize a conference on "Anti-Corruption and Country's Economic Recovery" to be held in Baku where representatives of governmental, non-governmental, youth and mass media organizations will participate.

Leader Women Social Union NSGP

\$27,978

To support the integration of incarcerated youth into society promoting their equal rights to educational opportunities. This project will organize preparatory university and computer courses for 20-25 imprisoned youth and, upon successful completion of these courses, will arrange for their entrance exams to be administered in the penitentiary by the State Committee on Students' Matriculation. The most successful participants of the program will become correspondent students of higher educational institutions and technical schools. To encourage the long-term impact of this project, Leader Women will also prepare and submit recommendations to appropriate ministries to solicit government subsidies towards preparatory courses targeting incarcerated youth entering higher educational institutions and technical schools.

Society of Regional Studies of Azerbaijan

\$41,819

To protect trans-boundary water systems from pollution and mismanagement by raising public awareness about environmental and water protection issues. Through a network of three Public Environmental Information Centers, the partners will continue public awareness activities targeting the population, business community, and local governments in the Debet-Khrami river basin. The partners will conduct regular thematic seminars on environmental issues, hold a series of national roundtables to discuss pressing environmental issues, and organize quarterly seminars for Center staff and representatives of the mass media. Additionally, the partners will publish local-language water monitoring handbooks and organize volunteer civic water monitoring groups. These activities will further encourage in-country partnerships among public, business, and government sectors and develop

cross-border venues for more open information exchange and cooperation concerning environmental issues.

Multimedia Center of Information Technologies and Information Systems

\$16,689

To support the improved quality of educational processes through the introduction of modern information technology (IT) systems in schools. The project will introduce the software "AzSchool Information System," which will serve as an electronic tool to facilitate stronger school management and information exchange. The project will be based in school 282 of Baku and draw 50-60 administrators and teachers of information sciences from 30 schools in a one-week training course on effective use of the software. The training participants will also be involved in round tables and seminars where topics will be discussed, including "Introduction of IT in the Educational Process," "Introduction of IT in Educational Management" and working regulations and procedures for wide-spread use of the information system. An electronic informational network will be designed and installed in the pilot school and then later evaluated for possible replication in other participating regions of the country.

Support of Public Policy Research and Legislative Recommendations for Intergration with Europe
The goal of the EF SCCP's Public Policy Institute Development Initiative (PPIDI) is to increase public participation in the policy formation and implementation process by supporting the organizational development of and cross-border networking among local think tanks and public policy institutes (PPIs) in Armenia, Azerbaijan, and Georgia. A secondary goal of the proposed competition is to support the European and international integration process of the South Caucasus countries. SCCP anticipates that the competition will develop the capacity of the think tank networks to interact with national governments and the public, as well as with counterpart organizations in other ENP and new EU member countries, through the production of original policy research, analysis, and recommendations focused on harmonizing national legislation with European and international standards.

Internews Azerbaijan

\$48,252

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

2.2 Improved Legal Systems

Union of Young Lawyers of Azerbaijan

\$22,499

To support increased public awareness about activities carried out under Azerbaijan's state anti-corruption program. Within the framework of this project, AYLU will organize five roundtable discussions with the participation of parliamentarians, governmental and non-governmental organizations, mass media and international organizations to analyze the current status and recommend improvement to the state anti-corruption program. Training modules developed within the framework of an OSCE-funded project will be employed to provide anti-corruption training to 60 NGO representatives in Baku, Ganja and Khachmaz. The grantee will also provide recommendation to ten

lawyers at the Legal Clinic on Human Rights, created with support from OSCE, to develop their institutional ability to render legal assistance for anti-corruption activities. The project will further encourage public discussion of anti-corruption initiatives through one TV talk show on Space TV and through the placement of social advertisements in local newspapers. AYLU's current Web site www.anticorruption.az will be regularly updated with legislative commentaries and recommendations throughout the project's activities.

2.3 More Accountable Local Government

AREAT Center for Contemporary Social Processes

\$1,035

To develop a linkage project aimed at strengthening local governance institutions in the South Caucasus countries. The partners will meet in Tbilisi to discuss the design and implementation of a three-country linkage project. Through the linkage project, the partners plan to provide training on identifying economic priorities to a targeted group of local governments in each country. They also plan to conduct a comparative analysis of the legislative framework regulating the activities of local governments in the region. A clearly elaborated linkage project will result from the planning and design discussions.

Belarus

1.3 Private Enterprise Development

Belarusian Public Union "Rest in the village"

\$25,879

To increase the quality of rural green tourism services available in Belarus. The project will use a participatory process to design a certification system, train experts, certify tourism services providers, and issue a catalogue of certificated farmsteads. The project will help improve the profitability of businesses involved in rural tourism.

Georgia

2.1 Citizen Political/Economic Participation

CENN Network (Georgia)

\$40,040

To protect trans-boundary water systems from pollution and mismanagement by raising public awareness about environmental and water protection issues. Through a network of three Public Environmental Information Centers, the partners will continue public awareness activities targeting the population, business community, and local governments in the Debet -Khrami river basin. The partners will conduct regular thematic seminars on environmental issues, hold a series of national roundtables to discuss pressing environmental issues, and organize quarterly seminars for Center staff and representatives of the mass media. Additionally, the partners will publish local-language water monitoring handbooks and organize volunteer civic water monitoring groups. These activities will further encourage in-country partnerships among public, business, and government sectors and develop cross-border venues for more open information exchange and cooperation concerning environmental issues

Internews Georgia

\$43,879

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

Civil Society Institute, Tbilisi

\$49,896

To support reforms in educational sphere through promotion of Georgian higher education system integration into the European higher education area. Specific objectives of the project include: ensuring the access to the main documents of the Bologna Process for teachers, scientists, students, and the society at large through translation of the documents, their dissemination, discussions and implementation. Civil Society Institute, in close cooperation with educational experts, the Ministry of Education and Science, higher education representatives, students and respective NGOs, will elaborate a concept paper including steps for involvement of Georgia in the Bologna process, thus approximating Georgian educational system to western standards.

World Vision in Georgia

\$39,055

To facilitate integration of disabled children in social life through provision of accessible low cost adaptive equipment, which will be produced locally in Georgia. The project envisages establishment and equipping of an adaptive equipment workshop (AEW), training of staff, establishment of cooperation with the stakeholders in the field and conduct of an assessment of disabled children in Georgia. As a result of one-year activities the support for the integration of 192 children with disabilities from four main cities of Georgia will be ensured. In a longer-term perspective 3,500 children will be served and the full sustainability of the project will be achieved.

Georgian Regional Media Association**\$46,846**

To promote the educational reform through organization of country-wide media initiative, which will ensure public discussion and informed public involvement in decision-making. The Regional Media Association, in close cooperation with EFG grantees and partners acting in the related fields will carry out special trainings for journalists on reform issues, prepare newspaper supplements in Georgian, Armenian and Azerbaijani languages and establish a web resource for journalists and public. The project will raise awareness of media and general population regarding the education reform issues, increase quality media coverage of reform processes and consolidate efforts for promotion of the reform.

2.3 More Accountable Local Government**Georgia Farmers House****\$750**

To develop a linkage project aimed at strengthening local governance institutions in the South Caucasus countries. The partners will meet in Tbilisi to discuss the design and implementation of a three-country linkage project. Through the linkage project, the partners plan to provide training on identifying economic priorities to a targeted group of local governments in each country. They also plan to conduct a comparative analysis of the legislative framework regulating the activities of local governments in the region. A clearly elaborated linkage project will result from the planning and design discussions.

Kazakhstan

1.3 Private Enterprise Development

Public Fund Atyrau Microcredit Center

\$32,297

To support the development of small entrepreneurship in Atyrau oblast. The grant will cover operating expenses and will provide loan capital for the leading microfinance institution (MFI) in the region, and will also support business training for potential borrowers. The loans distributed by the MFI will give rural and urban entrepreneurs a long-sought source of capital and will allow them to expand their businesses. This project will also support business education linkages between the MFI and the university community. This project is co-financed by TengizChevroil.

West Kazakhstan Agrarian-Technical University

\$40,542

To promote rural economic development in agricultural districts of West Kazakhstan oblast (WKO). This grant will provide for a group of consultants from the faculty of West Kazakhstan Agro-Technical University to complete a study tour at Saratov (Russia) State Agrarian University and develop a program of on-site trainings and consultations in three rural districts of WKO. Under the project 150 farmers will receive training in new agribusiness technologies and over 240 farmers will receive on-site consultations from instructors and advanced university students. About 15 instructors and over 20 students will take part in the project. The project activity should contribute to increased efficacy of the regional microfinance program by improving farmers' business practices. This grant is part of the West Kazakhstan Microfinance Initiative and is jointly funded by Karachaganak Petroleum Operating b.v.

Almaty Bank Training Center

\$3,000

To promote the transition of the Kazakhstani banking system to International Accounting Standards (IAS). The grantee will publish 600 copies of an IAS study guide which will be distributed free of charge to 39 universities nationwide. This study guide will assist universities to train financial specialists with in-demand market credentials and to adopt international standards.

2.1 Citizen Political/Economic Participation

Open budget Kazakhstan, Phase II

ARO/EF will conduct a competition to promote civic engagement in the state budgeting process and make the state budget transparent in Kazakhstan. Under the competition state budgets of different levels will be published and discussed in public fora.

Sana Consulting

\$10,000

To increase the transparency of government budgets. The grantee will conduct an analysis of unprecedented scope of government budgets of Akmola and Kostanai oblasts and the city of Astana. As part of the project the grantee will develop and print brochures on each of these budgets, with detailed descriptions of budget programs and articles of income and expenditures. Public distribution and discussion of these brochures, particularly to and by NGOs lacking unhindered access to such information, will promote citizen participation in the budget process and transparent budget procedures. This project is part of the Open Budget Initiative supported by the Norwegian government, the OSCE Centre in Almaty, the Department for International Development of the British Government and Soros Foundation Kazakhstan.

Kyrgyzstan

1.3 Private Enterprise Development

Central Asian Management Development Fund

\$7,878

To improve the quality of business administration and management education in Central Asia. The grantee will apply its international-standard evaluation methods to five Central Asian universities, including two in the Kyrgyz Republic. As a result of the project, the two Kyrgyz universities will undergo accreditation evaluations and the grantee will lay the groundwork for expanding its accreditation services throughout the region. This project is co-funded by the European Fund for Management Development (EFMD).

Placement and Career Center

\$34,905

To improve the quality of the work force in the Kyrgyz Republic through a dual education program. The grantee will found a new institute in Bishkek, which will provide fee-based courses and practical training or re-training for employees of local companies in subjects such as management, development strategy, marketing, and data analysis. More than 80 employees from 15 companies signed up for initial training courses, which will be paid for by their employers.

2.1 Citizen Political/Economic Participation

Regional Association of the Tenants of the Chui Valley "Our Home"

\$21,094

To improve property management and the financial stability of home owners' associations in the Chui Oblast. The grantee will organize a series of seminars and trainings for home owners' associations, as well as roundtable discussions with administrative and government bodies. The project will help apartment owners understand their property rights with respect to the land surrounding their building, define the borders of their land plots, obtain deeds to their land, and will aim for more effective property management in general. The project is co-financed by the Urban Institute in Bishkek.

Public Foundation "The Information Future"

\$26,565

To provide residents of rural Kyrgyzstan with access to information technology. The grantee will work to improve the computer literacy of the rural population through training, including internet and research courses for local schoolteachers, and special events at 19 computer access centers located in rural areas throughout the country. These centers were founded at the request of local administrations and with in-kind contributions from IT companies (such as phone lines) and local administrations (such as space and equipment). Upperclassmen at a technical school in Bishkek will complete internships at the centers which may become full time jobs managing the centers upon their graduation. At the conclusion of the project, the grantee will hold a roundtable with the participation of computer center staff and interns, regional education officials, and IT companies to discuss improving and diversifying the services offered by the computer access centers based on the needs of the community.

SIAR-Bishkek Ltd.

\$59,413

To independently verify results of the 2005 Parliamentary elections in Kyrgyzstan and to increase of the role of civil society in developing the national policy agenda. Three independent sociological research groups will conduct an exit poll of about 6,000 voters at 80 polling stations in five cities and

four oblasts, and disseminate the results widely. The grantee will also develop and disseminate analytical information for public use. The methodology and lessons learned from this pilot sample will be applied to a planned nationwide exit poll during the Kyrgyz presidential elections in October 2005. The project will help increase public trust in the election process and increase citizen participation in political and economic decision-making. The project is co-funded by the British and Royal Netherlands Embassies in Almaty, the Swiss Embassy in Tashkent, the British Department for International Development (DFID) and USAID in Bishkek.

Consulting Company M-Vector

\$2,905

To support free and fair elections in the Kyrgyz Republic. The grantee will organize a 4-day training on exit polling methodology for three sociological research groups in the Kyrgyz Republic. During this training, sixteen trainees will develop exit polling manuals, which will later be used to train a team of 240 interviewers in preparation for the upcoming parliamentary elections. This training is part of a larger exit polling project co-funded by the British and Royal Netherlands Embassies in Almaty, the Swiss Embassy in Tashkent, the British Department for International Development (DFID) and USAID in Bishkek.

Economics Education and Research Consortium Inc/ EERC

\$15,221

To strengthen the capacity of seven Kyrgyz universities to conduct applied business and economics research. The grantee will conduct assessments of seven Kyrgyz universities to determine individual and institutional applied research capacity. The grantee will also meet with businesses and local government agencies to discuss potential applied research projects. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and government donors

Media Consulting Development Foundation in CA

\$2,957

To raise the competency of journalists and other media professionals in the Kyrgyz Republic on elections-related legal issues during parliamentary and presidential elections. The grantee will publish and distribute 500 copies of a reference book of normative and legal acts regulating mass-media in Kyrgyzstan to media organizations, journalists, students, lawyers and others. The grantee will also offer consultations to media professionals about their legal rights and responsibilities. The project will help journalists understand how to abide by the law and avoid conflicts with authorities during elections. This project is co-funded by the Organisation for Security and Co-operation in Europe (OSCE).

Development of Means of Mass Communication in the Kyrgyz Republic
The goals of the program are to increase the effectiveness, revenues, and level of management of the independent media in the Kyrgyz Republic.

Public Association "Internews"

\$99,943

To increase the financial independence of print and electronic mass media outlets in the Kyrgyz Republic. The grantee will provide Kyrgyzstan's first professional trainings for media managers, including an internship component, and consultations to media outlets. It is expected that participating media outlets will increase advertising revenues, and in the case of print media, circulation, as a result, and that the trainings will create a base of domestic media consultants. This partnership project between Kyrgyz and Russian organizations is part of a Eurasia Foundation grant competition for Development of Means of Mass Communication in The Kyrgyz Republic.

2.2 Improved Legal Systems

Public association "Ferghana Valley Lawyers Without Borders"

\$49,974

To increase cross-border trade and travel and lower rights abuses at border crossings in the Ferghana Valley. The grantee will provide legal consultations to the residents of border areas, train customs officers about border crossing rules and regulations, and monitor enforcement of international agreements which regulate border crossings and trade among the three countries of the Ferghana Valley. The project is co-funded by the Democracy Commission of the US Department of State. These activities are a continuation of an initial 10-month grant which was co-funded by the Canadian Government

Moldova

2.1 Citizen Political/Economic Participation

Association of Economic Journalists

\$21,591

To promote a favorable climate for free and independent media in the Republic of Moldova by campaigning for a trade union of media professionals. Under the project the grantee will form working groups to develop the by-laws of a national media trade union for media, proposing new forms of labor protection for media professionals. The project represents an important pre-condition for creating a media union. It will decrease the number of employment conflicts in the mass media sector.

Russia

2.1 Citizen Political/Economic Participation

Administration of the Kemj Area

\$2,993

To support the initiative of the local administration from the city of Kem in Karelia in the fight against female alcoholism using experience in this sphere and developing a large-scale project to confront this evil in the region.

Economics Education and Research Consortium Inc/ EERC

\$637,000

To institutionalize the research methodology and culture inherent in the EERC-Russia/CIS network model by creating partnerships with selected institutions (research centers, universities) and generating a plan to provide them with capacity-building technical assistance over the next several years. This one-year grant will also assist in the transfer of EERC-Russia/CIS from EERC, Inc. to an institutional home in Russia, strengthen the network's financial and administrative systems and launch its transformation into a 'think-net.'

The New Eurasia Foundation

\$825,435

To strengthen independent print media in the Russian Federation. This award supports the Regional Independent Print Media Program (RIPMP), which unites the Eurasia Foundation, the International Center for Journalists (ICFJ), Internews-Russia and the Association of Independent Regional Publishers (AIRP) in an effort to increase significantly the number and quality of independent newspapers in Russia's regions. RIPMP will achieve this goal by targeting individual independent newspapers and applying three principal interventions. The first will be intensive training and consulting for a select group of promising independent regional newspapers. Second, RIPMP will build networks and associations that share and promote best practices. Third, RIPMP will work to transform the education process for media professionals at two or more regional universities by introducing new coursework, retraining professors in modern techniques and by building links with the media industry in the region. The goal is to create beacons of excellence, merge them into a supportive network and bolster the industry infrastructure so that best practices can be emulated by an ever-widening core of independent newspapers.

Media Development Loan Fund

\$151,312

To support development of independent media in Russia by enabling independent print media companies to access and master technological and managerial accounting tools and to develop the best ownership structures for their businesses. In the framework of the project three special software programs will be adapted to the needs of Russian print media and taught to managers of six Russian independent press outlets. The project will also include a series of on-site consultations and client-to-client visits. Long term, the products of the project will be distributed to a wider circle of Russian print outlets.

Tajikistan

1.3 Private Enterprise Development

NGO Sapeda

\$21,947

To support cross-border trade between Tajikistan and Afghanistan. The grantee will research the Afghan market for businesses in a Tajik border region, train small business people in Afghanistan and Tajikistan in skills needed to expand business and trade, and convene meetings of government officials to encourage cross-border trade. This will help residents near a major bridge being built by the U.S. government take advantage of new trade opportunities.

2.1 Citizen Political/Economic Participation

Fund for the Memory and Protection of Tajikistani Journalists' Rights

\$29,645

To improve access to independent print media. Leading Tajik-language independent newspapers recently lost their access to existing printing presses. The grantee will purchase a press and offer its services to independent newspapers. Under this project Tajikistanis will regain an important source of information.

Tajik Association of Independent Electronic Mass Media

\$24,463

To improve the legal environment for independent journalism in Tajikistan. The grantee will organize a working group, invite experts from Russia and Kazakhstan and hold public meetings to ensure that independent journalists play a major role in drafting a new media law. The law could lay the groundwork for more sustainable, better defended and higher quality media.

Public Association Tamaddun

\$25,016

To promote a new source of income for rural people. The grantee will train remote communities in providing tourism services, identify 20 new tourist routes, and market these through brochures and a web-site. Tourism in Tajikistan has the potential to increase, and this grant will help prepare communities to attract and accommodate tourists.

Fund for the Memory and Protection of Tajikistani Journalists' Rights

\$2,320

To strengthen independent media in Tajikistan. The organization's director will attend a publishing exhibition in Moscow, where he will select a printing press. Under a separate grant, the press will be installed in Dushanbe, to give independent newspapers greater freedom.

2.3 More Accountable Local Government

Public Association "Ma'rifati Khukuki"

\$9,162

To improve the work of Tajik electoral commissions, prior to voting for parliament in February 2005 and president in 2006. The grantee will train 120 commission members in four cities in election law, publish a guidebook for commissions, and poll voters after the parliamentary elections to prepare recommendations for the presidential vote. This project could help reduce violations caused by lack of legal knowledge.

Ukraine

2.1 Citizen Political/Economic Participation

Kharkiv Market Reforms Press Club

\$1,500

To provide fair and balanced election-related information to journalists and citizens of Kharkiv, Dnipropetrovsk and Kherson oblasts. The grantee will set up a press-center, produce and disseminate seven issues of a media digest, and conduct three press conferences for journalists from the target oblasts. The project will help the local media provide more balanced coverage of the campaign, the vote, and the vote count. This local media coverage will help voters make an informed and deliberate choice on the December 26 revote of the second round of 2004 Presidential Elections in Ukraine.

Donetsk Press-Club

\$1,500

To provide fair and balanced election-related information to journalists and citizens of Donetsk, Luhansk and Zaporizhia oblasts. The grantee will set up a press-center, produce and disseminate seven issues of a media digest, and conduct three press conferences for journalists from the target oblasts. The project will help the local media provide more balanced coverage of the campaign, the vote, and the vote count. This local media coverage will help voters make an informed and deliberate choice on the December 26 revote of the second round of 2004 Presidential Elections in Ukraine.

Ukrainian Miners Independent Trade Union

\$2,891

To provide fair and balanced election-related information to citizens of Eastern Ukraine. The grantee will produce and distribute 100,000 copies of special edition of the Aspekt newspaper and 300 informational packages and distribute them among miners through the newspaper distribution network and through information teams in Donetsk, Dnipropetrovsk and Luhansk oblasts. Project materials will contain non-partisan information on election-related issues. This information campaign will help voters make an informed and deliberate choice on the December 26 revote of the second round of 2004 Presidential Elections in Ukraine.

Democratic Union of Youth Kharkiv Oblast Youth Public Organization

\$4,090

To design and implement an innovative approach to delivering humanitarian assistance through corporate sponsorship. Cooperating with the city social services department, NGOs, and local businesses, the grantee will distribute 8,000 food packages to vulnerable populations. A media program and case study will raise awareness and encourage others to use similar methodologies. The project will create a transparent and effective mechanism for businesses to contribute to charitable activities. The grant is part of the "Partnership for prosperity" project funded by Philip Morris Ukraine.

2.2 Improved Legal Systems

Center for Political and Legal Reforms

\$31,840

To assist the parliament on reforming the system of public administration in Ukraine. The grantee will ensure that expert and citizen input is incorporated into the conceptual framework for reform and into bills introduced to parliament. Draft bills will receive external expert evaluation from renowned European experts to ensure compliance to EU standards. Public events, such as parliamentary hearings, will ensure citizen input. The grantee's work will help streamline the process of governance.

in Ukraine. The project is co funded by the Indiana University Parliamentary Development Project, implementing the USAID Democratic Parliamentary Strengthening Program for Ukraine.

2.3 More Accountable Local Government

Strengthening Rural Councils

To increase the effectiveness of rural councils by strengthening their ability to act in the interest of their constituents.

Nizhnegorie Entrepreneurs and Agrarians Union

\$24,679

To strengthen the ability of selected rural councils to respond to citizen needs. The grantee will train and advise rural council members and community activists in public private partnership and other key areas. The grantee will also organize a study tour to Western Ukraine. The project will give council members from the target areas much-needed practical skills, including how to effectively use citizen input to make decisions. The grantee will work with 19 villages of the Nyzhniogirskyi district of the Crimean Autonomous Republic.

Municipal and Regional Development Center

\$18,914

To strengthen the ability of selected rural councils to respond to citizen needs. The grantee will help four target village councils develop and implement programs to address the villages' most critical needs, including energy saving and environmental protection. The project will give council members from the target areas much-needed practical skills, including how to effectively use citizen input to make decisions. The grantee will work with Velykyi Lyubyn, Mshana, Sukhovolia and Buchaly villages in the Horodotskyi district of the Lviv oblast. The project is co-funded by the Organization for Security and Cooperation in Europe.

Uzbekistan

1.3 Private Enterprise Development

Aid to Artisans

\$12,428

To further the development of the Uzbek pottery industry and promote cooperation with Afghanistan. Potters from Afghanistan will travel to Uzbekistan, to exchange techniques and participate in a crafts fair in Bukhara. This complements an earlier grant in which Uzbeks visited their counterparts in Afghanistan.

2.1 Citizen Political/Economic Participation

Open Library of Legal Information

\$16,940

To increase legal literacy in Uzbekistan. The grantee will gather national and international human rights laws and publish the collection on a compact disc. It will then distribute the discs among libraries, NGOs, educational institutions and government officials, complementing other efforts to improve human rights in Uzbekistan.

Production of TV Programs on Labor Migration

The competition will select television stations in Uzbekistan to produce a series of reports on labor migration, with extensive reporting in Russia and Kazakhstan , with the goal of raising awareness in order to both improve the readiness of labor migrants and spur popular support for legislative reform.

NGO Jasmin

\$31,440

To raise awareness of labor migration issues in Uzbekistan. The grantee will work with a local television station to prepare and broadcast a series of shows on the experience of labor migrants. It will also publish brochures with legal advice and offer legal consultations to prospective migrants. This project should both highlight the problems of labor migrants and assist migrants in complying with the laws of Uzbekistan and their host countries.

Karakalpak Republican woman public Union "Khayal ham Shanarak"

\$26,965

To raise awareness of labor migration issues in Uzbekistan. The grantee will work with a local television station to prepare and broadcast a series of shows on the experience of labor migrants. It will also publish brochures with legal advice and offer legal consultations to prospective migrants. This project should both highlight the problems of labor migrants and assist migrants in complying with the laws of Uzbekistan and their host countries.

Appendix D

Non-U.S. Government and Co-funded Grants by Country and Strategic Objective *(includes descriptions of competitions and special programs)*

Armenia

1.3 Private Enterprise Development

HAVAT Public Organization of Hearing-Impaired Children's Mothers

\$12,250

To promote the socio-economic integration of disabled children into mainstream society, the project will provide sign language courses, computer literacy classes, and local-crafts training to hearing-impaired children.

2.1 Citizen Political/Economic Participation

Media Support "INTERNEWS" NGO

\$48,701

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

*Strengthen and Expand the Existing Newspaper Distribution in Armenia
To establish an alternative distribution system for independent newspapers, the operations of which
will be more easily monitored and more transparent than those of the current government-
controlled Hye Mamoul system.*

Agency Oda-Express Ltd

\$29,277

In support of activities to revive readers' interest in newspapers and magazines published in Armenia, which, in turn, will result in a growth of sales for social and political publications promoted within the framework of the project.

H.Simikyan Limited Liability Company

\$22,910

In support of activities to create an alternative newspaper distribution system in Vanadzor, which will include subscription and home delivery. The new system will promote the growth of newspaper sales and will help create awareness among the population of Vanadzor.

Blitz Media Limited Liability Company

\$39,435

In support of activities to recover the existing newspaper distribution system and to strengthen print media in 5 regions of Armenia - Kotayk, Aragatsotn, Ararat, Armavir and Tavush - the project aims to provide the population of these regions with timely information and to enhance further development of democratic processes in the Republic.

Center of Educational Development of Gyumri Limited Liability Company

\$16,786

In support of improving newspaper distribution in five regions (Ashotsk, Artik, Amasia, Akhuryan and Ani) of Shirak marz in Armenia. The project aims to provide the population of these regions with better access to information and to enhance further development of democratic processes in the Region.

Azerbaijan

2.1 Citizen Political/Economic Participation

Support of Public Policy Research and Legislative Recommendations for Intergration with Europe
The goal of the EF SCCP's Public Policy Institute Development Initiative (PPIDI) is to increase public participation in the policy formation and implementation process by supporting the organizational development of and cross-border networking among local think tanks and public policy institutes (PPIs) in Armenia, Azerbaijan, and Georgia. A secondary goal of the proposed competition is to support the European and international integration process of the South Caucasus countries. SCCP anticipates that the competition will develop the capacity of the think tank networks to interact with national governments and the public, as well as with counterpart organizations in other ENP and new EU member countries, through the production of original policy research, analysis, and recommendations focused on harmonizing national legislation with European and international standards.

Internews Azerbaijan

\$48,252

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

Belarus

2.1 Citizen Political/Economic Participation

Public Institution "E.H.U. International"

\$31,458

To launch a distance learning programs for Belarusian students. The project will create the necessary conditions for organizing master's degree programs in cooperation with Lithuanian partner universities. The project will provide a chance for Belarusian students to receive quality education in fields not offered in Belarus.

Georgia

2.1 Citizen Political/Economic Participation

Internews Georgia

\$43,879

To increase regional cooperation, integration and public awareness of events in neighboring countries by supporting direct cooperation between the region's television journalists. The project partners will produce Crossroads, a weekly news magazine. The program will cover social, political and economic issues in each of the South Caucasus countries, as well as issues affecting the region as a whole. In addition, with support from the Media Diversity Institute, the program will extensively address diversity issues by covering ethnic and religious minorities, women and children, and marginalized populations. The program will be broadcast through a network of over 45 television stations reaching more than 6 million viewers across the region. Implementation of the project will continue a precedent of cooperation among television industry professionals and it will link viewing audiences in Armenia, Azerbaijan, and Georgia. By bringing timely, independent news and information to the viewing public, the program will facilitate dialogue and mutual understanding across the region.

Kazakhstan

1.3 Private Enterprise Development

Public Fund Atyrau Microcredit Center

\$32,297

To support the development of small entrepreneurship in Atyrau oblast. The grant will cover operating expenses and will provide loan capital for the leading microfinance institution (MFI) in the region, and will also support business training for potential borrowers. The loans distributed by the MFI will give rural and urban entrepreneurs a long-sought source of capital and will allow them to expand their businesses. This project will also support business education linkages between the MFI and the university community. This project is co-financed by TengizChevroil.

West Kazakhstan Agrarian-Technical University

\$40,542

To promote rural economic development in agricultural districts of West Kazakhstan oblast (WKO). This grant will provide for a group of consultants from the faculty of West Kazakhstan Agro-Technical University to complete a study tour at Saratov (Russia) State Agrarian University and develop a program of on-site trainings and consultations in three rural districts of WKO. Under the project 150 farmers will receive training in new agribusiness technologies and over 240 farmers will receive on-site consultations from instructors and advanced university students. About 15 instructors and over 20 students will take part in the project. The project activity should contribute to increased efficacy of the regional microfinance program by improving farmers' business practices. This grant is part of the West Kazakhstan Microfinance Initiative and is jointly funded by Karachaganak Petroleum Operating b.v.

2.1 Citizen Political/Economic Participation

Open budget Kazakhstan, Phase II

ARO/EF will conduct a competition to promote civic engagement in the state budgeting process and make the state budget transparent in Kazakhstan. Under the competition state budgets of different levels will be published and discussed in public fora.

Sana Consulting

\$10,000

To increase the transparency of government budgets. The grantee will conduct an analysis of unprecedented scope of government budgets of Akmola and Kostanai oblasts and the city of Astana. As part of the project the grantee will develop and print brochures on each of these budgets, with detailed descriptions of budget programs and articles of income and expenditures. Public distribution and discussion of these brochures, particularly to and by NGOs lacking unhindered access to such information, will promote citizen participation in the budget process and transparent budget procedures. This project is part of the Open Budget Initiative supported by the Norwegian government, the OSCE Centre in Almaty, the Department for International Development of the British Government and Soros Foundation Kazakhstan.

Kyrgyzstan

2.1 Citizen Political/Economic Participation

SIAR-Bishkek Ltd.

\$59,413

To independently verify results of the 2005 Parliamentary elections in Kyrgyzstan and to increase of the role of civil society in developing the national policy agenda. Three independent sociological research groups will conduct an exit poll of about 6,000 voters at 80 polling stations in five cities and four oblasts, and disseminate the results widely. The grantee will also develop and disseminate analytical information for public use. The methodology and lessons learned from this pilot sample will be applied to a planned nationwide exit poll during the Kyrgyz presidential elections in October 2005. The project will help increase public trust in the election process and increase citizen participation in political and economic decision-making. The project is co-funded by the British and Royal Netherlands Embassies in Almaty, the Swiss Embassy in Tashkent, the British Department for International Development (DFID) and USAID in Bishkek.

Economics Education and Research Consortium Inc/ EERC

\$15,221

To strengthen the capacity of seven Kyrgyz universities to conduct applied business and economics research. The grantee will conduct assessments of seven Kyrgyz universities to determine individual and institutional applied research capacity. The grantee will also meet with businesses and local government agencies to discuss potential applied research projects. This grant is part of a larger Central Asia Applied Research Network project, co-funded by numerous corporate and government donors.

Moldova

2.1 Citizen Political/Economic Participation

National High School Debate League

\$12,332

To increase civic engagement during the 2005 parliamentary election campaigns. The grantee will organize 200 debate sessions throughout the country on campaign-related topics, targeting the youth vote. The program will increase awareness and public discussion on issues facing voters before the 2005 parliamentary elections.

Union of Young Roma from Moldova "Tarna Rom"

\$7,291

To foster an understanding of the importance of active political participation among the Roma communities in Moldova. The grantee will conduct a civic and voter education campaign among Roma communities. The program will lead to increased awareness and participation among Roma in political and electoral processes.

Center for Analysis and Prevention of Corruption

\$12,580

To provide free legal assistance to NGOs, individuals, and journalists in election-related issues. The grantee will open a legal hotline and have lawyers present at the appellate courts to assist all interested non-partisan groups during the electoral campaign. The project will ensure that breaches of law, especially of the election code, are reported and settled through the appropriate legal means. This project is co-funded by American Bar Association Central European and Eurasian Law Initiative (ABA/CEELI). ABA/CEELI will provide free legal assistance on Election Day and will conduct an information campaign to promote the project.

Freedom of Expression and Access to Information Promotion Center "Access-info"

\$4,152

To provide journalists with skills and tools in professional and balanced election-related reporting. The grantee will publish a guidebook for media professionals titled "Elections and Media: Questions and Answers," using it in a nation wide training and information campaign for journalists. The project will improve media coverage during the election campaign and on election day. This project is co-funded by U.S. Embassy's Democracy Commission and International Republican Institute.

League for the Defence of Human Rights in Republic Moldova

\$22,196

To mitigate the risk of potential erroneous counting of votes in the 2005 parliamentary elections. Together with other partners, the grantee will organize a parallel vote tabulation with 35 mobile groups collecting and centralizing data for quick processing. The project will offer a timely forecast of the voting results parallel to the official ones, helping to ensure that the election results are a true reflection of the intended number of votes made by eligible voters.

Russia

2.1 Citizen Political/Economic Participation

Vladivostok State University of Economics and Services

\$47,314

To affect the distribution of labor resources in the Russian Far East. A team of local and the Moscow-based trainers will teach representatives of universities from four regions how to run a university career center and create a board of trustees. Employing new techniques, the trainees will stimulate interaction between the higher educational establishments, employers, and state and public organizations and improve the graduates' job skills. In addition, the creation of an information exchange network will establish cross-regional communication among organizations active in the labor market.

The New Eurasia Foundation

\$88,191

To promote strategic philanthropy in Russia. With co-funding from the William and Flora Hewlett Foundation, the Social Investment Initiative will provide major Russian corporations and philanthropists with strategic and practical training in methods of charitable giving. This initiative will help Russian donors and would-be donors to shape and implement their philanthropy programs by defining their philanthropic goals, building accountable and transparent mechanisms of charitable giving, and developing their philanthropic missions and strategies. The program will consist of two social investment forums focused on information sharing and training for high net worth individuals and top level Russian executives, as well as internships and a series of four seminars focused on training for corporate social managers working at the operations level.

Career Centers Competition

The competition is aimed at increasing regional labor force mobility and at enhancing its more efficient distribution in the Russia Far East regions (Khabarovsk, Amur and Sakhalin oblast) through the establishment of universities based Career Centers

Far Eastern State University of Transportation

\$28,439

To assist university graduates locate employment by monitoring professional labor market needs and then sharing this information with Higher educational institutions, employers and partners. The university will establish a career center to provide training and consultations for trainers and students, create a job vacancy and resume database, and exchange experiences with other universities. The university branches in Khabarovsk Krai, Primorye and Sakhalin will also adopt and divulge these new practices. The project will lead to an increase in the number of young professionals employed in the Far Eastern regions.

Komsomolsk-na-Amure State Technical University

\$26,837

To develop a system for assisting the students of educational institutions in North-eastern Khabarovsk Krai to integrate them into the labor market. The project team will develop educational materials on effective employment techniques and organize trainings for teachers and students. These activities, along with information exchange, discussions and a Job Fair, will stimulate interaction among potential employers, State and private organizations, and educational establishments. It will also instigate the creation of a Board of Trustees for the Lower Amur Education District.

Far Eastern State Agrarian University**\$27,410**

To increase the employment and mobility of Amur Oblast university graduates in Far Eastern labor markets through internet access to a job vacancy and resume database and stronger cooperation between universities and their boards of trustees, and employers, through a series of round-tables and job fairs. The project team will also organize training for higher educational institutions on how to run a career center. The project will assist in making career technology courses part of the universities' curriculum and increase the number of employed students and graduates.

Ukraine

2.1 Citizen Political/Economic Participation

Democratic Union of Youth Kharkiv Oblast Youth Public Organization

\$4,090

To design and implement an innovative approach to delivering humanitarian assistance through corporate sponsorship. Cooperating with the city social services department, NGOs, and local businesses, the grantee will distribute 8,000 food packages to vulnerable populations. A media program and case study will raise awareness and encourage others to use similar methodologies. The project will create a transparent and effective mechanism for businesses to contribute to charitable activities. The grant is part of the "Partnership for prosperity" project funded by Philip Morris Ukraine.

Uzbekistan

2.1 Citizen Political/Economic Participation

Open Library of Legal Information

\$16,940

To increase legal literacy in Uzbekistan. The grantee will gather national and international human rights laws and publish the collection on a compact disc. It will then distribute the discs among libraries, NGOs, educational institutions and government officials, complementing other efforts to improve human rights in Uzbekistan.